



## NOTICE OF MEETING

Notice is hereby given that the next ordinary meeting of Council  
will be held on Tuesday 18 December 2018  
in the Council Chambers,  
43 – 51 Tanunda Road, Nuriootpa, commencing at 9.00am.

Martin McCarthy  
CHIEF EXECUTIVE OFFICER  
THE BAROSSA COUNCIL

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## A G E N D A

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### 1. THE BAROSSA COUNCIL

- 1.1 Welcome by Mayor Lange - meeting declared open
- 1.2 Present
- 1.3 Leave of Absence  
Nil
- 1.4 Apologies for Absence  
Cr Tony Hurn
- 1.5 Minutes of previous meetings – for confirmation:  
Ordinary Council meeting – Monday 26 November 2018 at  
5.00pm
- 1.6 Matters arising from previous minutes  
Nil
- 1.7 Petitions  
Nil
- 1.8 Deputations  
Nil
- 1.9 Notice of Motion  
Nil
- 1.10 Questions – With or Without Notice  
Nil

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9.30am	Staff Service Presentations	
9.45am	Presentation – Mr Bob Sloane – Service Award	
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- 9. URGENT OTHER BUSINESS
  - Nil
- 10. NEXT MEETING
  - Tuesday 22 January 2019 at 9.00am
- 11. CLOSURE

## Mayor's Report to Council

### November

- 15/11/2018 Century 21 - Opening of new office Nuriootpa
- 20/11/2018 Internment Exhibition Barossa Regional Gallery – Tanunda
- 22/11/2018 RDA Regional Briefing Session & Annual Report - Château Yaldara 1841 Wines Lyndoch
- 23/11/2018 Meeting with Minister Stephan Knoll, Kroemer Crossing Upgrade  
Meeting included Martin McCarthy (CEO), representatives from Pernod Ricard and the Chocolate Factory development
- 27/11/2018 Guest Speaker Triple BFM AGM – Tanunda
- 28/11/2018 Barossa Herald Newspaper (new office opening) – Nuriootpa
- 28/11/2018 Barossa Cellar inspection of building site – Stockwell Road Vine Vale
- 28/11/2018 Community Transport Christmas Gathering – Tanunda Bowling Club  
Acknowledge volunteer's valued contribution to the wider community and Council
- 29/11/2018 Official Opening –Steiny's Retail Store Nuriootpa  
Governor Hien Van Le in attendance and Light Regional Council, Mayor Bill O'Brien
- 29/11/2018 Grand Opening – Chateau Tanunda Cellar Door
- 30/11/2018 LGA Mayor Induction Session – LGA House Adelaide
- 30/11/2018 ABC Radio Interview  
Road Safety impact due to the increase numbers of the kangaroo population
- 30/11/2018 Angaston Christmas Parade
- 3/12/2018 Presentation Redeemer Lutheran School – Nuriootpa  
Jamie Turley also presented Dog & Cat Management

### December

- 3/12/2018 Rotary Club Barossa Districts Employee of the Year Award – Nuriootpa
- 4/12/2018 Community Assistance Meeting
- 6/12/2018 Section Meeting Gary Mavrinac – Director, Development and Environmental Services
- 6/12/2018 Vintage Festival Launch – Jam Factory Seppeltsfield
- 7/12/2018 Fol FM Radio Interview

Mayor Introduction & Background

7/12/2018	Growers Luncheon – Tanunda Show Hall
7/12/2018	Tanunda Street Parade
9/12/2018	Williamstown Christmas Parade
10/12/2018	Section Meeting Jo Thomas Director - Director, Corporate and Community Services Including visit to Branch offices and libraries

COUNCIL

CHIEF EXECUTIVE OFFICER

CONSENSUS

18 DECEMBER 2018

4.2.1 CONSENSUS AGENDA – CHIEF EXECUTIVE OFFICER

4.2.1.1

CORRESPONDENCE FROM OMBUDSMAN – COMPLAINT REGARDING THE BAROSSA  
REGIONAL CULTURE HUB

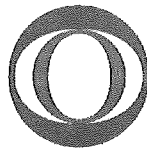
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The prior Council received a section 270 (internal review) report into a complaint made by Ms Szuty into the matter, generally, and engagement processes, specifically, regarding the Barossa Regional Culture Hub. The original report was tabled with Council on 16 October 2018 and is provided for completeness.

A preliminary (2 November 2018) and final determination (20 November 2018) of the Ombudsman have been made and the file closed by the Ombudsman declining to investigate.

RECOMMENDATION:

That correspondence of the Ombudsman be received and noted.



OmbudsmanSA

Enquiries: Ms Grace Oliver-Dearman  
Telephone: 8226 8699  
Ombudsman reference: 2018/11373

Ms Helen Szuty  
PO Box 180  
TANUNDA SA 5352

By email: [tvm@capri.net.au](mailto:tvm@capri.net.au)

Dear Ms Szuty

### Your complaint about the Barossa Council section 270 review

I refer to your letter dated 19 October 2018. Your complaint is that you are dissatisfied with the outcome of the section 270 review under the *Local Government Act 1999* (**the s 270 review**) which was completed by Ms Felice D'Agostino (**the reviewer**).<sup>1</sup> The review concerned recent consultation undertaken by the Council regarding the proposed Barossa Regional Culture Hub (**the BRCH**).

Whenever my Office receives a complaint, the matter is assessed as to whether the complaint comes within my jurisdiction and, if so, whether I should exercise my discretion to commence an investigation. I have assessed your complaint and, although it is within jurisdiction, I have determined that an investigation is not necessary or justified in the circumstances. I explain how I arrived at this decision below.

### *My enquiries*

In my enquiries, my Office:

- assessed the information provided by you
- obtained further information from the Council
- obtained further details from you about your complaint
- considered the following:
  - the s 270 final review report (**the final report**)
  - the s 270 preliminary review report (**the preliminary report**)
  - your submissions in response to the preliminary review report
  - the Council's *Internal Review of Council Decision Process* (**the s 270 process**)
  - the Council's *Public Consultation Policy*
  - the Council's *Draft Community Consultation Plan*, endorsed by the Barossa Council on 26 April 2018
  - the minutes of the special meeting of the Barossa Council on 26 April 2018
  - the minutes of the special meeting of the Barossa Council on 27 June 2018
  - the agenda and minutes of the meeting of the Barossa Council on 16 October 2018
- prepared this letter to you.

<sup>1</sup> Ms D'Agostino of Norman Waterhouse Lawyers completed the s 270 review on behalf of the Council.

### *My assessment of your complaint*

The central issue raised by your complaint is that the reviewer did not adequately address your written responses to the preliminary report when the reviewer completed the final report. In particular, you have referred to submission points 1, 2, 4, 5, 6, 7, 8, 9, 10, 11, 12 and 13, and the inadequacy of the response given the length of those submissions.

I have considered the preliminary and final report and am satisfied that the points raised by your submissions were adequately addressed by the reviewer. In making this assessment, I have had regard to clause 4.6.4 of the Council's s 270 process regarding principles of procedural fairness. I have also had regard to clause 4.6.1 wherein considerations are described to include:

[A]ll the materials and information that were before the original decision-maker at the time of the decision and any additional relevant information and material provided by the applicant or which has become available during the course of the review.

I acknowledge that a number of your submissions received a similar or identical response in the preliminary report and final report. My assessment is that in most instances, this occurred because the preliminary report's responses to your original submissions had already acknowledged or addressed the concerns that were then given in your responses to the preliminary report. I refer to submissions 2, 5, 6, 8, 9, 10, 11, 12 and 13.

In regards to submission 4, two allegations were involved. The first, regarding the conduct of Council officers, was addressed in the preliminary report, and your response did not raise any additional evidence, other than a statement of belief, to require further consideration. The second allegation suggested that insufficient consideration had been given to public consultation submissions by the elected body, as evidenced by the length of debate during the Council meeting. This was addressed in the preliminary report's response to submission 10. Furthermore, having reviewed the minutes of the Special Council meeting on 27 June, I can find no evidence to support this claim.

With regards to submission 7, I am of the opinion that your response to the preliminary report did not present a reason for an additional response in the final report. Your response involved a statement of belief, without evidence or argument that addressed or attempted to refute the response of the preliminary report.

It appears to me that the reviewer adequately addressed your original submissions and the additional responses given by you following the preliminary report. It does not appear to me that the reviewer has failed to follow the Council's s 270 procedure.

The second issue raised by your complaint is in regards to the consideration given to the s 270 review in the Council meeting on 16 October 2018. In your letter to this Office, you infer that insufficient regard was given to the report and recommendations by the elected body as the motion did not receive debate or discussion and was passed without dissent. In my enquiries, the Council has confirmed that there are no official audio recordings of meetings. While I note the difficulty in demonstrating a lack of consideration on the part of the elected body, I am of the opinion that a lack of debate or discussion is not sufficient to demonstrate this.

The third issue raised by your complaint is that the BRCH consultation process 'was not genuine and can be seen not to be genuine'. In your letter to this Office, this allegation was raised in response to comments made by Cr David de Vries during the Council Meeting on 16 October 2018. I understand that this complaint is also based on your submissions during the BRCH consultation process, in your s 270 review application, and in response to the preliminary report.



I have not found any evidence of administrative error in the community consultation policies and procedures adopted by the Council in regards to the BRCH. I note that the Council has met its obligations, as stipulated by its *Public Consultation Policy*. Furthermore, I do not consider that the failure of the Council to adopt two items of the *Community Consultation Plan* reasonably leads to the conclusion that the Barossa Council has not properly consulted with the community on the proposed BRCH. Based on the information before me, I consider that the conclusion reached by the reviewer was one open for the reviewer to make.

Finally, it is necessary for me to address the allegation of maladministration raised in your submission 1 response to the preliminary report. I have not found any evidence of maladministration in this instance. However, if you are still of the opinion that this is the case, you may choose to report the matter to the Office of Public Integrity.

### ***Outcome of my enquiries***

On the information available, it does not appear to me that the Council or the reviewer has acted in a way that may possibly be unlawful, unreasonable or wrong within the meaning of the *Ombudsman Act* or the *Local Government Act*. Accordingly, I do not consider that further enquiries into your complaint by my Office are necessary or justifiable.

I understand that this may not be the outcome you wanted, but on the evidence currently available to me, I do not think further enquiries would achieve a different result.

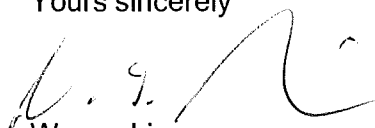
I intend to end my consideration of your complaint, unless you are able to identify an error in my assessment of the matter. If you think you are able to provide evidence of such an error, I ask you to contact my Office by **16 November 2018** with your evidence. If you do not contact my Office within that time, I will close the file.

The Ombudsman Act imposes certain obligations<sup>2</sup> on my Office and others, including complainants and officers of the Council, to keep information about my enquiries confidential.

However, if I consider that disclosure of that information is in the public interest, then I may authorise or require its disclosure.

In my opinion, there is a public interest in disclosure of my decisions under the *Ombudsman Act*. Therefore, once I have closed the file, I authorise disclosure of this letter by the parties as they see fit. I have sent a copy of this letter to the Council

Yours sincerely



Wayne Lines  
SA OMBUDSMAN

2 November 2018

Cc Mr Martin McCarthy  
Chief Executive Officer  
The Barossa Council  
By email: [barossa@barossa.sa.gov.au](mailto:barossa@barossa.sa.gov.au)

<sup>2</sup> *Ombudsman Act 1972*, section 26.

Enquiries: Ms Grace Oliver-Dearman  
Telephone: (08) 8226 8299  
Ombudsman reference: 2018/11373

Ms Helen Szuty  
PO Box 180  
TANUNDA SA 5352

By email: [tvm@capri.net.au](mailto:tvm@capri.net.au)

Dear Ms Szuty

### Your complaint about the Barossa Council (the council) section 270 review

I refer to your letter dated 16 November 2018. Your letter detailed:

- your submission following my letter to you dated 2 November 2018
- the council's applications to the Federal Government's Regional Growth Fund and Building Better Regions Fund
- your intention to
  - invite the newly elected members of the council to reconsider the Barossa Regional Cultural Hub (**the BRCH**)
  - undertake a review of the matter
  - provide a copy of your review to this Office

The second and third points of your letter do not appear to identify an error in my assessment of your complaint. Consideration has been given to the submission referred to in the first point, details of which are below.

In your submission, you allege that the failure of the council to fully implement the BRCH Community Engagement Plan (**the CEP**) amounts to an administrative error as it failed to use appropriate methods to consult with the Barossa community and failed to involve the local community in the expected manner. I understand that this allegation refers to the failure of the council to implement 2 of the 23 points of the CEP, specifically the proposed community panels and Triple B radio interviews.

As stated in my letter to you, I do not consider that the failure to implement these CEP points leads to a conclusion that the council has not properly consulted with the community. During my assessment of your complaint and your letter to this Office, it was noted that the proposed community panel and radio interviews were adapted by the council rather than left unaddressed. While this may have resulted in a community consultation process that was not strictly as the community expected, I do not consider that this amounted to a significant failure.

I confirm that I am not obliged to investigate every complaint I receive. In determining whether to investigate a complaint, I consider whether it is in the public interest to do so, having regard to a number of factors including :

- does the alleged administrative error amount to a serious failure to meet expected standards of public administration?
- is there evidence of ongoing systemic failure in public administration?
- is the complaint about an error of process?

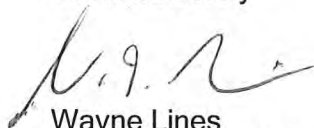
I do not consider it is in the public interest that I investigate your complaint as it does not appear that the failure of the council to strictly adopt 2 of the 23 items of the CEP amounted to serious or systemic failure.

Finally, your submission alleges that the Barossa Council did not consider negative feedback in the course of its consultation process. No evidence has been provided in your letter to substantiate this claim.

Having received your reply to my letter detailing my assessment of your complaint, I intend to end my consideration of the matter and close the file.

I have sent a copy of this letter to the agency.

Yours sincerely



Wayne Lines  
**SA OMBUDSMAN**

20 November 2018

Cc Mr Martin McCarthy  
Chief Executive Officer  
The Barossa Council

**THE BAROSSA COUNCIL**

**SECTION 270 FINAL REPORT**

**MATTER OF THE BAROSSA REGIONAL CULTURE  
HUB**

**Felice D'Agostino  
Norman Waterhouse Lawyers**

## 1. SECTION 270 APPLICATION

- 1.1 The Council has received from Ms Helen Szuty (**the Applicant**) a request pursuant to Section 270 of the *Local Government Act 1999* (**the Act**) for a review of the Council's decision made at its meeting of 27 June 2018 regarding the Barossa Regional Culture Hub (**the BRCH**). A copy of the Applicants' request is attached at Appendix A (**the Review Application**).
- 1.2 The Council has engaged Norman Waterhouse to assist it with its consideration and determination of the Review Application.

## 2. SECTION 270 LOCAL GOVERNMENT ACT 1999

- 2.1 Section 270 of the Act requires the Council to, amongst other things, establish procedures for the review of decisions of the Council, employees of the Council and other persons acting on behalf of the Council.
- 2.2 The then Ombudsman stated in 2011:
- 'Internal review is a key accountability mechanism for local government. It enables people to test the merits of decisions that affect them.'*<sup>1</sup>
- 2.3 The current Ombudsman has confirmed that Section 270 of the Act requires councils to consider the merits of the decision under review<sup>2</sup>.
- 2.4 A merits review requires all aspects of a decision to be reviewed and a determination to be made as to the correct and preferable decision. All the evidence is considered as well as any new evidence.
- 2.5 Accordingly, a review of a decision under Section 270 of the Act encompasses a review of the legality of the decision as well as whether the decision was the best or preferable decision.
- 2.6 In reviewing the merits of a decision, the Council ought to reconsider all the information that it considered in making the original decision from a fresh perspective as well as any new information to determine the best or preferable

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<sup>1</sup> Valuing Complaints: An Audit of Complaint Handling in South Australian Councils, November 2011, page 61

<sup>2</sup> Right of Review: An Audit of Local Government Internal Review of Council Decisions Procedure, November 2016, page 44

decision. This may result in the Council affirming, varying or setting aside the original decision.

### 3. REVIEW - PROCESS

#### 3.1 Process of Review

3.1.1 The decision the subject of the Review Application is the following decision made by the Council at its meeting of 27 June 2018 (**the June Meeting**):

- '(1) Receives and notes the report containing the outcome of community consultation on the Draft Master Plan for the Barossa Regional Culture Hub (the Hub) ref: 18/6574.*
- (2) Endorses the Draft Master Plan (the Plan) for the Hub noting that it may be subject to future amendment and budget considerations as required. In particular (but not limited to), the external façade of the building as represented in the Plan is noted as requiring complete review; parking and internal configuration to be subject to detailed design processes.*
- (3) Receives and notes the cost estimate report on the Hub Draft Master Plan produced by Rider Levett Bucknall dated 18/24423 for inclusion in the future The Big Project Feasibility Report and grant funding applications.*
- (4) Business case development to be ongoing as part of The Big Project Feasibility Report and grant funding applications.*
- (5) Requires Officer to work with the Working Group and Architects to develop detailed design and documentation of the Hub to support current and future grant funding applications.*
- (6) Requires Officers to provide an update on the outcome of the consultation to people that provided written, formal*

*feedback and where email contact information has been provided.'*

(referred to in this report as **the Decision**).

3.1.2 The Council's Internal Review of Council Decisions (sec 270) Process (**the Review Process**) provides:

*'An internal review of a Council decision enables the Council to reconsider all the evidence relied on to make the original decision, and additional available evidence if relevant.*

...

*In carrying out an internal review of a decision, the reviewer will consider the merits of all the materials and information that were before the original decision-maker at the time of the decision and any additional relevant information or material provided by the applicant or which has become available during the course of the review.*

*The reviewer will consider whether the original decision is legally and procedurally correct... [and] will also consider whether a different decision based on the evidence available or new evidence provided or found provides an improved outcome.'*

3.1.3 Our engagement is to, in accordance with the Review Procedure, consider the legality and merits of the Decision and prepare a report to assist the Council to make a decision in relation to the Review Application.

3.1.4 We prepared a preliminary report which was provided to the Applicant. The Applicant submitted two responses to the preliminary report.

3.2 **Documents and information considered**

3.2.1 We have considered the following documents and information:

- 3.2.1.1 report of the Chief Executive Officer for the June Meeting in relation to agenda item 2.1.2 titled 'Barossa Culture Hub – Outcome of Community Engagement Process (**the June Report**) and the associated minutes of that meeting;
- 3.2.1.2 report of the Chief Executive Officer for the Special Council meeting of 26 April 2018 in relation to agenda item 2.1.2 titled 'Barossa Regional Culture Hub – Draft Master Plan' (**the April Report**) and the associated minutes of that meeting;
- 3.2.1.3 Review Application;
- 3.2.1.4 Council's Public Consultation Policy (**the PCP**)<sup>3</sup>;
- 3.2.1.5 Submissions of the Applicant to the preliminary report (attached at Appendix B) (**the Additional Submissions**).

#### 4. **LEGISLATIVE REQUIREMENTS**

- 4.1 There are no specific legislative requirements in relation to the specific nature or effect of the Decision.

#### 5. **BACKGROUND**

##### 5.1 **Other Relevant Council Meetings**

- 5.1.1 At the Special Council meeting of 26 April 2018 (**the April Meeting**) the Council resolved that the Council:

*'(1) Receives, notes and endorses the draft Barossa Regional Culture Hub Master Plan (the Plan) dated 22 January 2018 Ref: 18/6574 for community consultation, noting that the Master Plan may be subject to future amendment and budget consideration as required.*

*(2) Endorses the Community Consultation Plan – Barossa Regional Culture Hub Master Plan (Ref: 18/27039) to obtain feedback on the Plan for the period 30 April 2018*

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<sup>3</sup> Reference 13/16094 [v2]



*to the 21 May 2018 inclusive and requires Officers to bring a further report on the outcomes of the consultation to a future Council Meeting.*

- (3) *Thanks the Barossa Regional Culture Hub Working and Stakeholder Groups for their work on the ongoing development of the draft Plan.'*

## 5.2 Relevant Council Documents

### 5.2.1 ***Public Consultation Policy***

5.2.1.1 Clause 4.4 of the PCP provides that the Council has the following obligations when it is required by the Act to follow its public consultation policy:

- (a) Council must provide interested persons with a reasonable opportunity to make submissions regarding relevant matters;
- (b) Council must publish a notice in a newspaper circulating in the area and on its website, describing the matter under consideration and invite interested persons to make submissions within a period (which must be at least 21 days) stated in the notice; and
- (c) Council must consider any submissions received from the public during the prescribed consultation period.

5.2.1.2 Clause 4.6 of the PCP provides that *'the Council may undertake additional consultation and community engagement on general or specific matters of interest to the community or specific stakeholders of the community ... the level of consultation should be at a minimum in accordance with clause 4.4.'*

5.2.1.3 Clause 4.7 of the PCP provides for other consultation and engagement methods *'at Council's discretion, depending on the matter under consideration, the resources available to*

*Council and the level of interest the matter is anticipated to generate’.*

### 5.3 Process Undertaken

#### 5.3.1 Consultation

5.3.1.1 At the April Meeting the Council endorsed the draft Barossa Regional Culture Hub Master Plan and a community engagement plan (**the CEP**) for the period 30 April 2018 to 21 May 2018 inclusive. The CEP included the minimum steps set out in clause 4.4 of the PCP.<sup>4</sup>

5.3.1.2 The CEP was implemented with the exception of the community panel and the Triple B interview.<sup>5</sup>

5.3.1.3 All written submissions received as at the end of 21 May 2018 as well as several submissions received outside the consultation period were included in full in the June Report.

## 6. REVIEW - SUBMISSIONS

### 6.1 Applicant's Submissions

6.1.1 The Applicant notes the following in the Review Application:

*‘(a) Community consultation was not carried out in accordance with the Approved Consultation Plan; (Submission 1)*

*(b) Barossa Council Officers have acknowledged with regard to ‘concerns with external design/visual appearance of concept plan and place making considerations: in hindsight this should have either been made clearer in the documentation or the external visual removed to avoid detracting from the merits or otherwise of the concept’; (Submission 2)*

*(c) Evidence can be provided that one Barossa Council ratepayer who voiced her opposition to the proposal at The Barossa Council Office in Nuriootpa did not have her views recorded or*

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<sup>4</sup> April Report, Attachment 7

<sup>5</sup> June Report, page 20

*responded to by Officers as part of the consultation process;*  
**(Submission 3)**

- (d) *There has been an inadequate response by Officers to my considered submission;* **(Submission 4)**
- (e) *Barossa Council Officers have referred to Working Group and Stakeholder Session discussions which are not in the public arena;* **(Submission 5)**
- (f) *Where are the expected supporting submissions from Stakeholder Groups: the Barossa Grape and Wine Association, RDA Barossa, Gawler, Light & Adelaide Plains, Tourism Barossa and Food Barossa?;* **(Submission 6)**
- (g) *Despite the community consultation process used only 42 formal submissions were received from a Barossa Council population of over 23,000 residents;* **(Submission 7)**
- (h) *Barossa Council Officers have stated that: 'The capacity of a Hub to generate and activate across a wider region is the central premise of the proposal with documentation to illustrate and demonstrate the model provided in previous Council Reports. Council will need to determine if it is a model that is supported';* **(Submission 8)**
- (i) *Insufficient regard and consideration has been given by Elected Members to the potential impact on Barossa Council ratepayers paying for this Project over many years;*  
**(Submission 9)**
- (j) *There was limited discussion and debate of the Recommendation by Elected Members at the Special Council Meeting of the 27th of June 2018 (approximately 5 minutes);*  
**(Submission 10)**
- (k) *The Barossa Regional Culture Hub was in the public arena in 2013, prior to The Barossa Council's consideration of a Proposed Community Land Swap with Chateau Tanunda.*

*Elected Members should have been aware of the incompatibility between proposed car parking facilities at the Barossa Regional Culture Hub and the expectations of the executors of the Estate of Elma Linda Keil and the Indenture Deed that the adjacent land would be preserved for parklands* **(Submission 11)**

- (I) *The Barossa Council Section 270 Review Report regarding the Proposed Community Land Swap between The Barossa Council and Chateau Tanunda is expected to be debated on Tuesday the 17th of July 2018 at the Barossa Council Meeting.* **(Submission 12)**.

- 6.1.2 For the purposes of the Review Application we have taken the matters noted by the Applicant as set out in clause 6.1.1 as submissions in relation to the Decision. The Applicant further submits as follows:

*'I do not believe that the decision by the Elected Members to agree to the recommendation in the agenda has been fully considered and is reasonable in the circumstances at this time. I request that no further action be taken to implement the recommendation at this time.'* **(Submission 13)**

## **7. REVIEW – ANALYSIS**

### **7.1 Process - Public Consultation**

- 7.1.1 The community consultation process that was undertaken did not include all the activities set out in the CEP. In particular, the community panel and the Triple B interview did not occur. The reason for the community panel not taking place was that the Council could not *'get a time when everyone was able to commit'*. The Council instead, *'posted video comments from members of the community on.. [its].. facebook page with their views on what a facility might mean or offer from their perspective'*. In relation to the Triple B interview the Council could not get a slot on Triple B's community discussion session on a Thursday afternoon, *'but had foreshadowed the consultation period and talked at length about the culture hub when*

[the Council's Director Community Projects] *was interviewed by Paul during his show on the 15 March.*<sup>6</sup>

7.1.2 In our view the consultation process undertaken by the Council was appropriate and lawful.

## 7.2 Process – Legislative Requirements

7.2.1 Based on the information available to us it is our view that the Decision is lawfully within the power of the Council to make.

## 7.3 Review Application

### 7.3.1 Submission 1

7.3.1.1 Whilst two elements of the CEP were not implemented, namely the community panel and the Triple B interview, the reasons provided as to why these elements did not occur suggest it was due to matters beyond the Council's control<sup>7</sup>. In any event we consider that the consultation that did take place was extensive<sup>8</sup> and went beyond the minimum requirements of the Council's PCP. We do not consider this had a material impact on the consultation that was undertaken.

7.3.1.2 In the Additional Submissions, the Applicant contends that the failure to hold the community panel is '*evidence of maladministration*' and '*goes to issues of transparency in Council processes ...*'. With respect, we consider that such a contention is unreasonable. We do not consider, as submitted by the Applicant, that the failure to hold the community panel had a material impact on the community engagement undertaken by the Council. The Applicant has not provided, nor do we consider there to be, any basis or rationale for such an assertion when considering the various and numerous engagement processes the Council did employ. Further, in our view, the value or impact of the

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<sup>6</sup> June Report, pages 15 - 16 and 58

<sup>7</sup> June Report, pages 15 - 16 and 58

<sup>8</sup> June Report, Attachment 3

community panel aspect to the CEP would not have been such as to render the other aspects of the CEP redundant.

### 7.3.2 Submission 2

7.3.2.1 We understand this submission relates to the response provided by Council administration in the June Report<sup>9</sup> to the concerns expressed during the public consultation on the 'external design/visual appearance of concept plan and place making considerations'. The response provided is that during the consultation on the BRCH, Council ought to have made it clearer that the purpose of the consultation was to seek feedback on the BRCH as a concept rather than the detailed design of the building and that consideration as to the detailed design of the BRCH is premature and a matter for future consideration. In our view, this submission appears to misunderstand the response provided by Council administration. It does not appear that the Council has settled or even given any detailed consideration to the design elements for the building and this was not the purpose of the consultation<sup>10</sup>. Rather, the purpose of the consultation was to seek community feedback on the BRCH as concept.

### 7.3.3 Submission 3

7.3.3.1 In our view the public consultation steps the Council undertook were extensive. We note the material promoting the public consultation referred numerous times to feedback being provided online or in hard copy<sup>11</sup>. We do not consider there has been a failure of process in the Council not documenting views expressed by a member of the public in circumstances outside those available as part of the public consultation, particularly where ample and reasonable opportunities were available to members of the public to

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<sup>9</sup> June Report, pages 11 - 12

<sup>10</sup> See numerous references in June Report to detailed design being subject of future consideration, for example pages 10, 12, 15, 17 and 18 June Report

<sup>11</sup> See extract from website on pages 28 – 30 June Report, copy newspaper advertisement or pages 31 – 32 June Report, extracts from social media pages 37 – 39 June Report, copy notices of drop-in sessions page 40 June Report, copy letter drop, posters and email footer page 41 June Report, extract of d'Vine e newsletter pages 42 – 43 June Report

make a submission. There is no information to suggest this particular person was unable to exercise their right and make a submission. We note that there was reference in the June report to an informal submission made over the front counter of the Nuriootpa Council Chambers on 21 May 2018. However, we do not know if this is the person referred to by the Applicant in this submission.

- 7.3.3.2 The Applicant did not provide any further information about the particular ratepayer referred to in this submission nor did the Applicant confirm whether the ratepayer was the person who made an informal submission at the Nuriootpa Council Chambers on 21 May 2018.

Accordingly in our view, it is not possible to provide any additional response to this submission.

#### 7.3.4 Submission 4

- 7.3.4.1 A response by a Council officer to the Applicant's submission is set out on pages 56 – 58 of the June Report. That response clearly states the Applicant's feedback would be included for consideration by the elected body and this did in fact occur. The officer also makes it clear in that response that the officer would not respond to the Applicant's views on the merits of the BRCH but would provide clarification<sup>12</sup>. We do not consider the lack of a response by the officer to the Applicant's views as to the merits of the BRCH constitutes a failure of process by the Council. In our view, it is not necessary for a response to have been provided at all to submissions received during the public consultation on the BRCH but rather that regard was had to those submissions.

#### 7.3.5 Submission 5

- 7.3.5.1 The April and June Reports refer to meetings of a Working Group and Stakeholder Group and this submission appears to suggest fault on the part of the Council for either not

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<sup>12</sup> June Report, pages 56 – 58

making these meetings public, or not making the discussions that occurred at these meetings public. We are of the view there is no requirement for these meetings to have been held in public or for the discussions at those meetings to have been publicly disclosed. It is open to the Council to convene working groups and stakeholder groups and in many cases it is appropriate that the Council do so. In our view, the fact the meetings and discussions of these groups were not public, does not constitute a failure of process by the Council. Whilst it is not evident to us what exactly the Applicant is seeking to assert by making this submission, we are of the view the Applicant's (and the public's) right to make submissions on the BRCH and have their submissions taken into account were not affected by the matter raised in this submission.

7.3.6 Submission 6

7.3.6.1 This submission implies that the absence of submissions in support of the BRCH by the entities referred to by the Applicant indicates the BRCH is lacking in merit. We do not consider that such an implication can reasonably be drawn. Indeed, we do not consider that any inference ought to be drawn from the absence of a submission from specific persons or entities.

7.3.6.2 The Applicant has in the Additional Submissions clarified that this submission did not contain the implication as set out in clause 7.3.6.1 herein.

7.3.7 Submission 7

7.3.7.1 Our view is that the consultation process the Council undertook was extensive. We do not consider that any reasonable inference can be drawn from the number of responses received by the Council during the public consultation on the BRCH.



7.3.8 Submission 8

- 7.3.8.1 This submission refers to the response provided in the June Report to a submission received during the public consultation. It merely advises the elected body of a matter to be considered, namely, whether it supports the model proposed for the BRCH. We do not consider this submission evidences any flaws in the Decision.

7.3.9 Submission 9

- 7.3.9.1 The June Report acknowledges that *'the operational modelling to inform the detailed business case is still to be considered'*<sup>13</sup> Further, the June Report states as one of the financial considerations for the BRCH that:

*'The concept Master Plan is the first stage in developing a prioritised, phased and costed feasibility plan for the Barossa Regional Culture Hub as part of The Big Project.'*<sup>14</sup>

The Decision states business case development is to be ongoing and notes that the draft Master Plan is subject to budget considerations. Accordingly in our view, it is clear the Council acknowledges that consideration still needs to be given to the feasibility and/or business case for the BRCH.

7.3.10 Submission 10

- 7.3.10.1 The extent of the debate by the elected body at the time the Decision was made does not in our view lead to a conclusion that the Decision was not the best or preferable decision. In any event the Review Application provides the Council with the opportunity to review the Decision and if it considers it appropriate affirm the Decision.

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<sup>13</sup> See pages 14 and 18 in particular

<sup>14</sup> See page 19

7.3.11 Submission 11

7.3.11.1 This submission asserts there is an incompatibility between the *'proposed car parking facilities at the Barossa Regional Culture Hub and the expectations of the executors of the Estate of Elma Linda Keil and the Indenture Deed'*. We note that the executors of the estate of Elma Linda Keil, parties to the Indenture Deed<sup>15</sup>, have agreed to 'cancel' the Indenture Deed and 'establish'<sup>16</sup> a new Indenture Deed on the same terms. Accordingly we do not consider that there can be said to be any incompatibility.

7.3.12 Submission 12

7.3.12.1 We do not consider that matter concerning the 'Proposed Community Land Swap between The Barossa Council and Chateau Tanunda' which is referred to in this submission impacts on the ability of the Council to deal with the BRCH Matter and make the Decision. We note there has been an application under section 270 of the Act relating to that matter which we understand has now been dealt with by the Council.

7.3.13 Submission 13

7.3.13.1 This submission is in our view a submission as to the merits of the Decision which we discuss in paragraph 7.4.

**7.4 Merits Assessment**

7.4.1 In understanding a review as to the merits of the Decision, it is necessary to consider the effect of the Decision.

7.4.2 In summary, the Decision:

7.4.2.1 receives and notes the community consultation feedback;

7.4.2.2 endorses a draft master plan for the BRCH;

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<sup>15</sup> Indenture between the District Council of Tanunda and Robert John Humburg and Roland Braunack dated 28 June 1996

<sup>16</sup> The indenture Deed provides that the executors may *'modify, waive or release wholly or in part all or any of the covenants conditions and restrictions herein'*

- 7.4.2.3 acknowledges the draft master plan may necessitate amendment and budget considerations;
  - 7.4.2.4 receives a cost estimate on the draft master plan;
  - 7.4.2.5 requires ongoing business case development;
  - 7.4.2.6 requires the development of detailed design and documents for the BRCH for the purposes of grant funding applications;
  - 7.4.2.7 requires an update to be provided to those persons who submitted feedback during the public consultation.
- 7.4.3 The Decision does not constitute a Decision to construct the BRCH and we would expect any such decision would not likely be made for some time in the future.
- 7.4.4 The functions of the Council set out at Section 7 of the Act include:
- ‘(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, it’s 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 and facilities;*
  - ...*
  - (g) to promote its area and to provide an attractive climate and locations for the development of business, commerce, industry and tourism;*
  - ....’.*
- 7.4.5 In the Additional Submissions, the Applicant requests that no further action be taken in light of the upcoming local government elections.

**8. CONCLUSION**

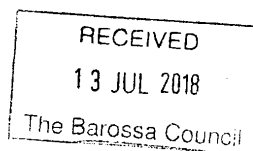
- 8.1 In our view based on all the matters outlined in this report the Decision is the best and/or preferable decision.

**9. RECOMMENDATIONS**

- 9.1 That the Council reconsider all the information before it at the time it made the Decision, the information submitted by the Applicants and this report and determine if the Decision is the best and/or preferable decision.

# **APPENDIX A**

PO Box 180/33 Angas Street,  
Tanunda SA 5352.



12 July 2018.

Internal Review Contact Officer,  
The Barossa Council,  
43 – 51 Tanunda Road,  
Nuriootpa SA 5355.



To whom it may concern,

I am applying for a review of a council decision in accordance with The Barossa Council's Internal Review of Council Decision Process under Section 270 – Procedures for review of decisions and requests for services under the Local Government Act 1999.

The decision I am seeking to review is the decision taken by the Elected Body at the Special Council Meeting of the 27<sup>th</sup> of June 2018 to support the recommendation contained in the Debate Agenda – Chief Executive Officer **2.1.2 Barossa Culture Hub – Outcome of Community Consultation Process B8073:**

**“RECOMMENDATION**

That Council

- (1) Receives and notes the report containing the outcome of community consultation on the Draft Master Plan for the Barossa Regional Culture Hub (the Hub) ref: 18/6574.
- (2) Endorses the Draft Master Plan (the Plan) for the Hub noting that it may be subject to future amendment and budget considerations as required. In particular (but not limited to), the external façade of the building as represented in the Plan is noted as requiring complete review; parking and internal configuration to be subject to detailed design processes.

- (3) Receives and notes the cost estimate report on the Hub Draft Master Plan produced by Rider Levett Bucknall dated 18/24423 for inclusion in the future The Big Project Feasibility Report and grant funding applications.
- (4) Business case development to be ongoing as part of The Big Project Feasibility Report and grant funding applications.
- (5) Requires Officer to work with the Working Group and Architects to develop detailed design and documentation of the Hub to support current and future grant funding applications.
- (6) Requires Officers to provide an update on the outcome of the consultation to people that provided written, formal feedback and where email contact information has been provided."

I note the following:

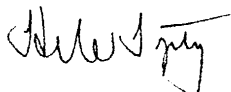
- (a) Community consultation was not carried out in accordance with the Approved Consultation Plan;
- (b) Barossa Council Officers have acknowledged with regard to "concerns with external design/visual appearance of concept plan and place making considerations: in hindsight this should have either been made clearer in the documentation or the external visual removed to avoid detracting from the merits or otherwise of the concept";
- (c) Evidence can be provided that one Barossa Council ratepayer who voiced her opposition to the proposal at The Barossa Council Office in Nuriootpa did not have her views recorded or responded to by Officers as part of the consultation process;
- (d) There has been an inadequate response by Officers to my considered submission;
- (e) Barossa Council Officers have referred to Working Group and Stakeholder Session discussions which are not in the public arena;
- (f) Where are the expected supporting submissions from Stakeholder Groups: the Barossa Grape and Wine Association, RDA Barossa, Gawler, Light & Adelaide Plains, Tourism Barossa and Food Barossa?;
- (g) Despite the community consultation process used only 42 formal submissions were received from a Barossa Council population of over 23,000 residents;
- (h) Barossa Council Officers have stated that: "The capacity of a Hub to generate and activate across a wider region is the central premise of the proposal with documentation to illustrate and demonstrate the model provided in previous Council Reports. Council will need to determine if it is a model that is supported";

- (i) Insufficient regard and consideration has been given by Elected Members to the potential impact on Barossa Council ratepayers paying for this Project over many years;
- (j) There was limited discussion and debate of the Recommendation by Elected Members at the Special Council Meeting of the 27<sup>th</sup> of June 2018 (approximately 5 minutes);
- (k) The Barossa Regional Culture Hub was in the public arena in 2013, prior to The Barossa Council's consideration of a Proposed Community Land Swap with Chateau Tanunda. Elected Members should have been aware of the incompatibility between proposed car parking facilities at the Barossa Regional Culture Hub and the expectations of the executors of the Estate of Elma Linda Keil and the Indenture Deed that the adjacent land would be preserved for parklands;
- (l) The Barossa Council Section 270 Review Report regarding the Proposed Community Land Swap between The Barossa Council and Chateau Tanunda is expected to be debated on Tuesday the 17<sup>th</sup> of July 2018 at the Barossa Council Meeting.

I do not believe that the decision by the Elected Members to agree to the recommendation in the agenda has been fully considered and is reasonable in the circumstances at this time. I request that no further action be taken to implement the recommendation at this time.

I look forward to hearing from you and can be contacted on my mobile phone number listed below.

Yours sincerely,



Helen Szuty.

0488231481 (mobile).



## **APPENDIX B**

## **RESPONSE TO SECTION 270 PRELIMINARY REVIEW REPORT**

### **Applicant's Submission 1**

*(a) Community consultation was not carried out in accordance with the Approved Consultation Plan;*

### **Review Application**

7.3.1.1 Whilst two elements of the CEP were not implemented, namely the community panel and the Triple B interview, the reasons provided as to why these elements did not occur suggest it was due to matters beyond the Council's control. (Reference June Report, pages 15 – 16 and 58) In any event we consider that the consultation that did take place was extensive (Reference June Report Attachment 3) and went beyond the minimum requirements of the Council's PCP (Public Consultation Policy). We do not consider this had a material impact on the consultation that was undertaken.

### **Response**

I believe that Council's failure to carry out its community consultation in accordance with the Approved Consultation Plan is evidence of maladministration on Council's part. The Barossa Council community has a right to expect that the Community Panel would be held which would enable considerable numbers of interested ratepayers and residents to attend, to hear first hand of the proposed concept of the Barossa Regional Culture Hub and to ask informed questions of community panel members.

The Concise Oxford Dictionary defines "extensive" as:

"large; far reaching; comprehensive"

I believe that The Barossa Council's community consultation on the Barossa Regional Culture Hub was none of these things.

Community consultation on matters of significance to Barossa Council ratepayers and residents needs to be genuine and meaningful and to be seen as genuine and meaningful indicating a desire by The Barossa Council to effectively engage the community in the decision making process.

The Concise Oxford Dictionary defines "consult" as:

"have deliberations; seek information or advice from; take into consideration"

The failure to hold the Community Panel as indicated in The Barossa Council's own Approved Community Consultation Plan goes to issues of transparency in Council processes resulting in a loss of confidence by the Barossa community in The Barossa Council.

Of course the failure to hold the Community Panel had a material impact on the consultation that was undertaken. It could not be otherwise.

#### **Applicant's Submission 2**

*(b) Barossa Council Officers have acknowledged with regard to 'concerns with external design/visual appearance of concept plan and place making considerations: in hindsight this should have either been made clearer in the documentation or the external visual removed to avoid detracting from the merits or otherwise of the concept';*

#### **Review Application**

7.3.2.1 We understand this submission relates to the response provided by Council administration in the June Report (Reference June Report pages 11 – 12) to the concerns expressed during the public consultation on the 'external design/visual appearance of concept plan and place making considerations'. The response provided is that during the consultation on the BRCH (Barossa Regional Culture Hub), Council ought to have made it clearer that the purpose of the consultation was to seek feedback on the BRCH as a concept rather than the detailed design of the building and that consideration as to the detailed design of the BRCH is premature and a matter for future consideration. In our view, the submission appears to misunderstand the response provided by Council administration. It does not appear that the Council has settled or even given any detailed consideration to the design elements for the building and this was not the purpose of the consultation. (Reference: see numerous references in June Report to detailed design being subject of future consideration, for example pages 10, 12, 15, 17 and 18 June Report). Rather, the purpose of the consultation was to seek community feedback on the BRCH as concept.

#### **Response**

If genuine and meaningful community consultation was intended on the concept of the Barossa Regional Culture Hub, then, it needed to be the focus of the community consultation. The Community Panel would have been an ideal and appropriate way to address this issue.

It is public knowledge that the Working Group and various Stakeholder Groups had been considering the concept of the Barossa Regional Culture Hub for years, and yet, the entire community consultation process occurred over three weeks without the expected and anticipated Community Panel. The consultation process merely conformed to the minimum requirements of the Local Government Act 1999. The community consultation process can be seen to be a means to an end.

There are issues of interpretation here. If The Barossa Council releases detailed drawings of design plans for community consultation, then, it needs to expect that the community would provide feedback on those detailed design plans.

### **Applicant's Submission 3**

*(c) Evidence can be provided that one Barossa Council ratepayer who voiced her opposition to the proposal at The Barossa Council Office in Nuriootpa did not have her views recorded or responded to by Officers as part of the consultation process;*

### **Review Application**

7.3.3.1 In our view the public consultation steps the Council undertook were extensive. We note the material promoting the public consultation referred numerous times to feedback being provided online or in hard copy. (Reference: See extract from website on pages 28 – 30 June Report, copy newspaper advertisement or pages 31 – 32 June Report, extracts from social media pages 37 – 39 June Report, copy notices of drop-in sessions page 40 June Report, copy letter drop, posters and email footer page 41 June Report, extract of d'Vine e newsletter pages 42 – 43 June Report).

We do not consider there has been a failure of process in the Council not documenting views expressed by a member of the public in circumstances outside those available as part of the public consultation, particularly where ample and reasonable opportunities were available to members of the public to make a submission. We note there was reference in the June report to an informal submission made over the front counter of the Nuriootpa Council Chambers on 21 May 2018. However, we do not know if this is the person referred to by the Applicant in this submission.

### **Response**

The Barossa Council community consultation process can be seen to have failed if a concerned and busy ratepayer does not have her views on the BRCH recorded by The Barossa Council or responded to by Officers of The Barossa Council.

She has taken time away from her busy schedule to personally attend the Office of The Barossa Council and state her view. It seems The Barossa Council is only interested in receiving community feedback within the formal confines of their community consultation process. This ratepayer will probably not bother to respond to other Council issues she disagrees with in the future because she will hold the view that she will be disregarded. This undermines community confidence in general in The Barossa Council.

It also begs the question as to what The Barossa Council would have done if it had received thousands of community responses during the community consultation process.

#### **Applicant's Submission 4**

*(d) There has been an inadequate response by Officers to my considered submission;*

#### **Review Application**

7.3.4.1 A response by a Council officer to the Applicant's submission is set out on pages 56 – 58 of the June Report. That response clearly states the Applicant's feedback would be included for consideration by the elected body and this did in fact occur. The officer also makes it clear in that response that the officer would not respond to the Applicant's views on the merits of the BRCH but would provide clarification. (Reference: June Report, pages 56 – 58) We do not consider the lack of a response by the officer to the Applicant's views as to the merits of the BRCH constitutes a failure of process by the Council. In our view, it is not necessary for a response to have been provided at all to submissions received during the public consultation on the BRCH but rather that regard was had to those submissions.

#### **Response**

There is no evidence that regard was had to the submissions that were received by The Barossa Council as a result of the consultation process.

Because Elected Members do not discuss or debate significant Council issues during Ordinary Council Meetings which are open to members of the public, let alone Special Council Meetings with limited notice, Barossa Council ratepayers and residents do not know whether Elected Members have considered the detail of the submissions because they have not been seen to do so.

If Barossa Council Officers are going to respond to community submissions, then they need to respond in detail to those submissions. It can be clearly demonstrated that Barossa Council officers responded inadequately to the issues I raised in my submission.

Surely the whole point and focus of the Barossa Regional Culture Hub was meant to be to comment on the merits of the concept and yet Barossa Council officers did not address these matters in their response.

#### **Applicant's Submission 5**

*(e) Barossa Council Officers have referred to Working Group and Stakeholder Session discussions which are not in the public arena;*

#### **Review Application**

7.3.5.1 The April and June Reports refer to meetings of a Working Group and Stakeholder Group and this submission appears to suggest fault on the part of the Council for either not making these meetings public, or not making the discussions that occurred at these meetings public. We are of the view that there is no requirement for these meetings to have been held in public or for the discussions at those meetings to have publicly disclosed. It is open to the Council to convene working groups and stakeholder groups and in many cases it is appropriate that the Council do so. In our view, the fact the meetings and discussions of these groups were not public, does not constitute a failure of process by the Council. Whilst it is not evident to us what exactly the Applicant is seeking to assert by making this submission, we are of the view the Applicant's (and the public's) right to make submissions on the BRCH and have their submissions taken into account were not affected by the matter raised in this submission.

#### **Response**

My submission and the public's submissions on the Barossa Regional Culture Hub are public documents, and yet curiously, there are no submissions in the public arena from the Working Group or the Stakeholder Groups. In the interests of transparency and accountability, if the concept of the Barossa Regional Culture Hub was such a good one, then, I would have expected to see written, considered submissions from the Stakeholder Groups in particular to have been received and to have been made public.

As mentioned previously, the concept of a Barossa Regional Culture Hub seems to have been discussed for years. The Barossa Council is accountable to its ratepayers and its residents first and foremost and yet the flawed community consultation process

lasts all of three weeks. It could be seen by Barossa Council ratepayers and residents that Council takes more notice of the views of stakeholders behind closed doors than it does of its own ratepayers and residents. At the end of the day it will be ratepayers who will be asked to contribute to the funding of the concept over what is predicted to be many years.

#### **Applicant's Submission 6**

- (f) Where are the expected supporting submissions from Stakeholder Groups: the Barossa Grape and Wine Association, RDA Barossa, Gawler, Light & Adelaide Plains, Tourism Barossa and Food Barossa?;*

#### **Review Application**

7.3.6.1 This submission implies that the absence of submissions in support of the BRCH by the entities referred to by the Applicant indicates the BRCH is lacking in merit. We do not consider that such an implication can reasonably be drawn. Indeed, we do not consider that any inference ought to be drawn from the absence of a submission from specific persons or entities.

#### **Response**

I believe my submission did not imply that the absence of submissions in support of the BRCH by the entities referred to indicates the BRCH is lacking in merit. I am just surprised that if it was such a good idea, then, these entities would have made sure their views were publically known.

The Barossa Council does not need to be accountable to these entities for the decisions they make, they need to be accountable and be seen to be accountable to their ratepayers and residents.

#### **Applicant's Submission 7**

- (g) Despite the community consultation process used only 42 formal submissions were received from a Barossa Council population of over 23,000 residents;*

#### **Review Application**

Our view is that the consultation process the Council undertook was extensive. We do not consider that any reasonable inference can be drawn from the number of responses received by the Council during the public consultation on the BRCH.

### **Response**

I disagree with the Reviewer that the consultation process the Council undertook was extensive. As stated previously, the Concise Oxford Dictionary defines “extensive” as:

“large; far reaching; comprehensive”

I believe that The Barossa Council’s community consultation on the Barossa Regional Culture Hub was none of these things.

### **Applicant’s Submission 8**

*(h) Barossa Council Officers have stated that: ‘The capacity of a Hub to generate and activate across a wider region is the central premise of the proposal with documentation to illustrate and demonstrate the model provided in previous Council Reports. Council will need to determine if it is a model that is supported’;*

### **Review Application**

This submission refers to the response provided in the June Report to a submission received during the public consultation. It merely advises the elected body of a matter to be considered, namely, whether it supports the model proposed for the BRCH. We do not consider this submission evidences any flaws in the Decision.

### **Response**

The quote in my submission refers to **previous** Council Reports. The June Report is not a previous Council Report. It is not known what previous Council Reports in particular are being referred to here.

### **Applicant’s Submission 9**

*(i) Insufficient regard and consideration has been given by Elected Members to the potential impact on Barossa Council ratepayers paying for this Project over many years;*

### **Review Application**

7.3.9.1 The June Report acknowledges that the ‘operational modelling to inform the detailed business case is still to be considered’ (Reference: see pages 14 and 18 in particular). Further, the June Report states as one of the financial considerations for the BRCH that:



*'The concept Master Plan is the first stage in developing a prioritised, phased and costed feasibility plan for the Barossa Regional Culture Hub as part of The Big Project'*

(Reference: see page 19).

The Decision states business case development is to be ongoing and notes that the draft Master Plan is subject to budget considerations. Accordingly in our view, it is clear the Council acknowledges that consideration still needs to be given to the feasibility and/or business case for the BRCH.

#### **Response**

Barossa Council ratepayers are still paying for The Rex years after it was established and has been operating and there has been a loss of previously existing assets such as the Tanunda Swimming Pool.

There is no point in adopting the Concept Master Plan at this stage. Clause 5 of the Decision:

"Requires Officer to work with the Working Group and Architects to develop detailed design and documentation of the Hub to support current and future grant funding applications".

This requires ratepayers' money being spent ahead of future funding decisions being made. It may well lead to and amount to a waste of ratepayers' money.

It puts the cart before the horse. Council needs to be certain that it has the support of its ratepayers and residents for the concept of the proposed Barossa Regional Culture Hub before committing ratepayers' funds to the detailed design stage.

#### **Applicant's Submission 10**

*(j) There was limited discussion and debate of the Recommendation by Elected Members at the Special Council Meeting of the 27<sup>th</sup> of June 2018 (approximately 5 minutes);*

#### **Review Application**

7.3.10.1 The extent of the debate by the elected body at the time the Decision was made does not in our view lead to a conclusion that the Decision was not the best or preferable decision. In any event the Review Application provides the Council with the opportunity to review the Decision and if it considers it appropriate affirm the Decision.

#### **Response**

There are issues of transparency and accountability here. Barossa Council ratepayers and residents have participated in a consultation process over three weeks and have been asked to provide submissions to Council on what would be a significant development for the Barossa costing a great deal. It warrants more than a 5 minute discussion at a hastily convened Special Council Meeting.

#### **Applicant's Submission 11**

- (k) *The Barossa Regional Culture Hub was in the public arena in 2013, prior to The Barossa Council's consideration of a Proposed Community Land Swap with Chateau Tanunda. Elected Members should have been aware of the incompatibility between proposed car parking facilities at the Barossa Regional Culture Hub and the expectations of the executors of the Estate of Elma Linda Keil and the Indenture Deed that the adjacent land would be preserved for parklands;*

#### **Review Application**

This submission asserts there is an incompatibility between the '*proposed car parking facilities at the Barossa Regional Culture Hub and the expectations of the executors of the Estate of Elma Linda Keil and the Indenture Deed*'. We note that the executors of the estate of Elma Linda Keil, parties to the Indenture Deed (Reference: Indenture between the District Council of Tanunda and Robert John **Homburg** and Roland Braunack dated 28 June 1996), have agreed to 'cancel' the Indenture Deed and 'establish' (Reference: The Indenture Deed provides that the 'executors may '*modify, waive or release wholly or in part all or any of the covenants conditions and restrictions herein*' ) a new Indenture Deed on the same terms. Accordingly we do not consider that there can be said to any incompatibility.

#### **Response**

In its justification for the Proposed Community Land Swap with Chateau Tanunda, The Barossa Council reassured Barossa ratepayers and residents that the incoming land parcel to be received from Chateau Tanunda (Parcel E) would be subject to the terms and conditions of the Indenture Deed.

I don't believe that Barossa ratepayers and residents would be reassured that the terms and conditions of the Indenture Deed meant "that the executors may modify, waive or release wholly or in part all or any of the covenants conditions and restrictions herein".

I believe that Barossa ratepayers and residents would have expected that the incoming land would be preserved as parklands as Allotments 11 and 12 currently are. Car

parking facilities for the Barossa Regional Culture Hub would not be seen as a desirable alternative to parklands.

Then there is the issue of Allotment 13 which was also part of the Elma Keil bequest to the District Council of Tanunda along with Allotments 11 and 12 in June 1996. Allotments 11 and 12 were land parcels A and B proposed to be swapped with Chateau Tanunda, Allotment 13 was not. Presumably the community land classification still exists over Allotment 13 and has not been revoked.

#### **Applicant's Submission 12**

- (I) The Barossa Council Section 270 Review Report regarding the Proposed Community Land Swap between The Barossa Council and Chateau Tanunda is expected to be debated on Tuesday the 17<sup>th</sup> of July 2018 at the Barossa Council Meeting.*

#### **Review Application**

7.3.12.1 We do not consider that matter concerning the 'Proposed Community Land Swap between The Barossa Council impacts on the ability of the Council to deal with the BRCH Matter and make the Decision. We note there has been an application under section 270 of the Act relating to that matter which we understand has now been dealt with by the Council.

#### **Response**

I believe that the matter of the Proposed Community Land Swap between The Barossa Council and Chateau Tanunda and the Proposed Barossa Regional Culture Hub are inextricably linked and should not be seen as separate from each other.

The proposed Barossa Regional Culture Hub has been under consideration for years, from about 2013. The Proposed Community Land Swap with Chateau Tanunda has been under consideration since at least 2015. Public consultation on the Proposed Community Land Swap with Chateau Tanunda took place from late October 2017, public consultation on the proposed Barossa Regional Culture Hub took place in April and May 2018 after design drawings were published in January 2018.

The Minister for Planning Transport and Infrastructure's delegate, Chief Development Officer, Mr. Andrew McKeegan made the decision to approve the Proposed Community Land Swap with Chateau Tanunda on the 19<sup>th</sup> of April 2018.

Applications for funding of \$64 million from the Federal Government's Regional Growth Fund for both the Proposed Chateau Tanunda Development and the Barossa Regional

Culture Hub are currently being considered. Outcomes may not be known for some time.

The Section 270 Review – Matter of Revocation of Land Classification as Community Land has recently been referred to the Ombudsmans Office and has since been referred elsewhere.

Freedom of Information Applications are currently with the Department of Planning Transport and Infrastructure, the Office of Local Government and The Barossa Council and outcomes are imminent.

### **Applicant's Submission 13**

*(m) I do not believe that the decision by the Elected Members to agree to the recommendation in the agenda has been fully considered and is reasonable in the circumstances at this time. I request that no further action be taken to implement the recommendation at this time.*

### **Review Application**

7.3.13.1 This submission is in our view a submission as to the merits of the Decision which we discuss in paragraph 7.4.

#### **7.4 Merits Assessment**

7.4.1 In understanding a review as to the merits of the Decision, it is necessary to consider the effect of the Decision.

7.4.2 In summary, the Decision:

7.4.2.1 receives and notes the community consultation feedback;

7.4.2.2 endorses a draft master plan for the BRCH;

7.4.2.3 acknowledges the draft master plan may necessitate amendment and budget considerations;

7.4.2.4 receives a cost estimate on the draft master plan;

7.4.2.5 requires ongoing business case development;

7.4.2.6 requires the development of detailed design and documents for the BRCH for the purposes of grant funding applications;

7.4.2.7 requires an update to be provided to those persons who submitted feedback during the public consultation.

7.4.3 The Decision does not constitute a Decision to construct the BRCH and we would expect any such decision would not likely be made for some time in the future.

7.4.4 The functions of the Council set out at Section 7 of the Act include:

- '(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 and facilities;
- (g) to promote its area and to provide an attractive climate and locations for the development of business, commerce, industry and tourism;'

#### **Response**

At the time of writing, The Barossa Council has gone into a Caretaker Period prior to Council Elections in November 2018 and the election of a new Barossa Council and I wish to reaffirm that I request that no further action be taken to implement the recommendation in the agenda at this time.

#### **Review Application**

### **8. CONCLUSION**

8.1 In our view based on all the matters outlined in this report the Decision is the best and/or preferable decision.

#### **Response**

I disagree with the Conclusion arrived at by the Reviewer. In my view the Decision is not the best and/or preferable decision.

#### **Review Application**

### **9. RECOMMENDATION**

9.1 That the Council reconsider all the information before it at the time it made the Decision, the information submitted by the Applicant and this report and determine if the Decision is the best and/or preferable decision.

**Response**

I agree with the RECOMMENDATION made by the Reviewer: That the Council reconsider all the information before it at the time it made the Decision, the information submitted by the Applicant and this report and determine if the Decision is the best and/or preferable decision.

PO Box 180/33 Angas Street,  
Tanunda SA 5352.

21 September 2018.

Ms. Felice D'Agostino,  
Principal,  
Norman Waterhouse Lawyers,  
GPO Box 639,  
Adelaide SA 5001.

**Re: Section 270 Application – Barossa Culture Hub**

Dear Felice,

At 7.3.12.1 in your Preliminary Report you state:

"We do not consider that matter concerning the 'Proposed Community Land Swap between The Barossa Council and Chateau Tanunda' which is referred to in this submission impacts on the ability of the Council to deal with the BRCH matter and make the Decision. We note that there has been an application under Section 270 of the Act relating to that matter which we understand has now been dealt with by the Council."

Further to your Preliminary Report, I wish to draw your attention to a radio interview between the CEO of The Barossa Council, Mr. Martin McCarthy and Paul Culliver of ABC Radio North and North West on Thursday morning the 20<sup>th</sup> of September 2018 between 8.30am and 9am on the subject of the Proposed Community Land Swap with Chateau Tanunda and the Proposed Barossa Culture Hub. I'm sure a transcript is or will be available of the interview.

During the interview Mr. McCarthy referred to the Proposed Community Land Swap with Chateau Tanunda facilitating the construction of the Proposed Chateau Tanunda Development and the Proposed Barossa Regional Culture Hub.

Yours faithfully,

Helen Szuty.





COUNCIL

CHIEF EXECUTIVE OFFICER

CONSENSUS

18 DECEMBER 2018

4.2.1 CONSENSUS AGENDA – CHIEF EXECUTIVE OFFICER

4.2.1.2

TABLING OF REGIONAL DEVELOPMENT AUSTRALIA BAROSSA LIGHT GAWLER  
ADELAIDE PLAINS (RDA) ANNUAL REPORT FOR 2017-18  
B6096 18/85992

The Annual Report of our regional RDA is tabled for Councils information. As a funder of the association it is incumbent on RDA to provide this report to Council. Presently the Chief Executive Officer is a member of the Board. The Annual Report was tabled and accepted at the Annual General Meeting of the association held on 22 November 2018.

Also included for interest of the new Council is the Regional Economic Analysis and Prioritisation 2018 document which is guiding the RDA's activities for the 2018 year.

RECOMMENDATION:

That the 2017-18 Annual Report of Regional Development Australia Barossa Light Gawler Adelaide Plains be received and noted.

# ANNUAL REPORT 2018





**Published:**

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# CHAIR'S REPORT

**NAIS, Northern Connector, Agricultural Technologies, Cawler Innovation Hub, Wine, Culinary Tourism, Education, Equine - our economic diversity is maturing.**

The conclusion of the 2017-2018 Financial Year saw the region in a very positive position, with a number of opportunities poised to unfold.

The Northern Adelaide Irrigation Scheme begins implementation phase with an estimated 3700 jobs to flow over time. Substantial investment opportunities present across the horticultural supply chain with other agricultural investment including livestock and aquaculture on the horizon. There is a great deal of work to be done to maximise the infrastructure and support business growth and job creation, but the opportunity is definitely there. New housing development and associated businesses to support new residents in Two Wells is timely to support the workforce required for the new investment.

Construction of the Northern Connector is a significant step in connecting regional business to Port Adelaide and the Adelaide International Airport. It will also provide an important link for east-west traffic in the region, albeit not a direct line. Creating greater certainty in transport times and making it easier to get to the region from the airport will be a substantial boost to regional supply chains and tourism.

Roseworthy Campus of the University of Adelaide continues to grow and is supported by population growth in and around the town of Roseworthy. New specialisations and capabilities within the University will increase high level jobs and competitiveness of our industries. The University's growth is complemented by agri-tech and agri associated industry leaders based in the Roseworthy Industry parks, at once creating export ready businesses and new capabilities within industry.

The Gawler Connect project nears completion with a new civic heart and business centre in Gawler. Strong population growth in the town sees it challenge for South Australia's second largest town with advantages of adjacency to both Adelaide and the Barossa. Strategic planning for this growth will influence the demographic mix and businesses attracted.

The Barossa Wine Industry continues to feed on its own success with consistent growth in export values driving expanded plantings within the GI. We need to maintain momentum to remain a global leader and this requires a whole of industry, cooperative commitment. RDA continues to support the wine industry through strong strategic and working relationships with industry association BGWA and supporting businesses with services and expertise.

including Export and Succession Planning and I note the contribution of Board Member Tony Clark with succession planning mentoring.

Water remains a priority, again requiring regional collaboration and cooperation for best solutions for sustainable water. The region is positioning itself well but there is always more to do.

Culinary tourism is booming globally. The Barossa has appeal to attract tourists on the strength of its reputation and global reach and the whole region can benefit through working with tourism operators to incorporate experiences and offers to diversify the activities available and promote the natural, cultural and culinary offer. Reputations are as strong as the weakest link and it remains so very important that everyone provides consistent quality and connection with the region. Barossa Partnerships this year developed professional brand narratives and positioning materials for all to use in a consistent way that amplifies the Barossa story to the world.

Emerging opportunities also include a strengthening of our Education Industry, including equine and culinary education, innovative aged and disability care and services, including jobs and business opportunities, growth in the creative and entertainment industries (another global giant) and leveraging our strong manufacturing capabilities in new directions and formats. In terms of markets, China is Australia's biggest trading partner and an important one for the wine industry. We have had huge interest from the Chinese market and seek to manage this interest in the best interests of the region, welcoming delegations for trade and business investment, directing enquiries and interest towards creating new economic activity, where there is opportunity. We are currently working with regional partners to refresh our strategy for China trade and engagement, to target the most mutually beneficial opportunities.

With direct Board Representation, our local governments are key partners in this work, facilitating and interfacing with investors and business owners as they seek to grow and extend. RDA supports Councils' work in a number of ways including access to the expertise of board members and senior staff to augment the resources and expertise available to small regional councils.

2018-2019 has begun with a lot of optimism, and I commend the achievements of 2017-18 to you.

Ivan Venning, Chair









# CEO'S REPORT

Key priorities for our funding partners are always front of mind and in addition to job creation, these include decentralisation, exports growth, water and energy solutions, supply chain enhancements, investment projects development, partnerships and infrastructure identification and demand aggregation.

2017 - 2018 has been a year where we see the results of previous years planning and strategy development moving into project development stage for some substantial projects, particularly for local government:

The Barossa Big Project, The Freeling Agricultural Centre, Kapunda Town Square, Northern Adelaide Irrigation Scheme, Gawler Connect Civic Centre redevelopment and Innovation Hub. Substantial private investment boosted the tourism, grain and beverage production capabilities of the region and such investments keep giving as they provide leverage to other investment and other business opportunities along the supply chain.

Through our monitoring, working with business, business surveys and media announcements we have tracked \$ 450 million in public investment (in addition to the \$156 million investment in NAIS) and \$152 million in private business investment over the past 18 months with \$ \$186 million proposed investment in the pipeline. Whilst investment may not of itself equal growth, it is a good indicator.

As an organisation we have identified industries with substantial opportunity based on the region's comparative advantage and natural and industrial assets and workforce capabilities. Three sectors targeted for economic diversity and in-demand jobs are Knowledge Work, Creative and Entertainment Sectors, and Food - value adding to primary production, including culinary tourism. Education and Equine industries offer longer term opportunities that are also being nurtured and developed.

A key product of our Knowledge Sector Strategy is the B2B Program, developing the businesses of professional services providers to grow jobs such as web designer, IT worker, digital marketer, human resources worker, accountant, business services. The number of jobs created in this sector continues to grow and at 22 represents sustainable, quality jobs growth.

Art Music Design projects have seen significant business opportunities for Artists supported, with at least one taking up a full-time career as an Artist. We have facilitated not only paid opportunities for musicians but promotion, recording and production opportunities and the development of the live music economy.

The night time economy is seen as a driver of population retention of younger people and increasing the presence and variety of music on offer is an important part.

Whilst assisting businesses with their culinary tourism offer, in particular readiness for the Chinese Markets, it became clear that the offer would grow best with growth in the variety of value added products available and greater access to markets. We have assisted wine and food businesses to present at trade expos for business migration and to hold a stall at the Adelaide Central Market as regional producers in residence. This was valuable exposure and four of the producers participating secured ongoing distribution at the Central Markets.

In addition to targeted projects, RDA offers a suite of services to assist business to grow in scale and scope. We also offer frequent and meaningful networking for business with regular business breakfasts in Gawler and Nuriootpa and, recently Two Wells or Mallala. Our major conference "Transforming Business" was again a success and we co-hosted the South Australian Regional Development Conference with RDA Yorke and Mid North which event was complimented by an EDA Masterclass on Economic Development. We established the Barossa International Business Network in collaboration with BGWA with a view to engaging our recently arrived business residents into the regional business community. B2B and G2G engagement with Chinese markets has further opened up opportunities.

Our digital communications have been augmented, and include a regional WeChat account, positioning regional promotional materials in Adelaide International Airport and new website in the making. We presented regularly on BBBFM, developed and extended our social media networks and e-newsletters. Our Economists "In Residence" series has brought new thinking and context to the community and new ways to engage in the work of RDA. It's been busy, but the outcomes are palpable and growing. I thank the Chair, Board and Staff for their commitment and passion to the work of RDA and, along with other regional stakeholders (there are many), supporting our ambition for the region.

Anne Moroney  
CEO & Director of Regional Development





# BOARD MEMBERS

## **Ivan Venning**

Chairman

Born in Crystal Brook, Ivan Venning is a 4th generation farmer was elected to State Parliament in 1990 and served as the Region's local member until 2014. Prior to his election he was involved with Local Government, agricultural advisory boards and the State Board of the RSL.

## **Alex Zimmermann**

Deputy Chairman

Alex is a member of the South Australian Police Force. He was the Local Service Area Commander for the Barossa region. Alex is the Chairman of the Police Credit Union Board, PCU Financial Planning and also Workskill (an employment services provider). As well, he is the Deputy Chairman of the Federation of Police Mutuals.

## **Rolf Binder**

Rolf Binder is an iconic name from the Barossa Valley, known amongst true wine collectors and connoisseurs as a producer of rich Shiraz of cult status. Rolf is a strong believer in place and people, and in the value of the Barossa region and its future generations.

## **Tony Clark**

For over thirty years, Tony has been involved in the operational and general management of large fast moving consumer goods manufacturing, from plastics to the growing, processing and packaging of food, to the making of concrete roof tiles. He is highly experienced in business change, restructuring and strategic planning. Tony has worked worldwide exporting Australian product and know how.

## **Martin McCarthy**

Martin was appointed as the CEO of The Barossa Council in 2012 and brings a wealth of experience in state and local government in finance, economics and business management at senior management level.

## **Victoria McClurg**

Victoria McClurg is the head cheesemaker and owner of Barossa Valley Cheese Company in Angaston. A national and international award winning producer of artisan cheese, Victoria is committed to the integrity of the Barossa Valley and its primary producers.

## **Andrew Morphet**

Andrew Morphet is an experienced businessman in Financial Services and Hospitality Management. Andrew is also a grazer and current co-owner of Anlaby Station, the Australian mainland's oldest continuously operating Merino stud.

## **Lynette Seccafien**

Lynette grew up in Two Wells and came to the board as a former member of the Sturt Area Consultative Committee and local community and economic development committee, the Two Wells Regional Action Team for a number of years. Lynette is interested in collaborative community development, advancement and achievements.

## **Brian Carr**

Brian has extensive local government leadership experience and is currently CEO at Light Regional Council. Brian has previously provided consulting services to the public and private sectors within South Australia and was recognised and appointed a Business Ambassador for the State of South Australia.

## **Henry Inat**

Henry was appointed Chief Executive Officer of the Town of Gawler in early 2013. Over his 20 year career he has worked at seven Councils and two State Government agencies, including Planning SA and the Department of Treasury and Finance.

## **Sarah Goldfinch**

Sarah has extensive hotel management experience contributing 17 years within the International Hotel Industry and manages the Novotel Barossa Valley Resort. Sarah studied a Hotel Management degree and upon completing her studies travelled considerably thorough out Europe & Asia while working with Starwood Hotels in London. Sarah aims to maintain her passion for Tourism and Hospitality as a board member.

## **Annabel Mugford**

Having worked in the wine and food industries for more than 25 years, wine and food are in Annabel's blood. Annabel has worked at BCWA, Wine Australia, PIRSA, Adelaide Hills Regional Development and a number of wine companies, always looking for ways of creating value and "wow" experiences for consumers and helping producers to deliver these. She studied Wine Marketing in the 1980's and then completed an MBA, majoring in strategic marketing.

## **Board Meetings & Workshops 2017-2018**

30th July, 8th August 2017, 4th September, 10th October 2017, 23rd November 2017, 19th December 2017, 3rd March 2018 (adjourned), 7th May 2018 & 4th June 2018.





# STAFF MEMBERS

## **Anne Moroney**

**CEO & Director of Regional Development**

With a background in commercial law and relevant studies in Law, Economics, Economic Development, Mediation, Accountancy and Governance, Anne is responsible for organisational performance and working with the Board to develop and implement regional strategic vision. Anne has overall responsibility for delivery of programs and projects. Anne liaises with the three levels of government and regional industry. Her goal is to influence sustainable, design led growth and adaptive industries.

## **Elena Shchepina**

**Investment Attraction and Export**

Elena has extensive experience in Economic Development and Investment attraction in Russia. Her specific interests are Start-ups, Entrepreneurship, Industry Clusters and Investment attraction. Elena's qualifications include medicine, business and consultancy.

## **Suzanne Merry**

**Executive Assistant/Finance**

Sue brings extensive Administration experience having worked closely with Chairs, CEOs and Managers. Sue possesses financial management and project management skills including contract and scholarship management and event organisation.

## **Craig Grocke**

**Place, Planning and Infrastructure**

With a background in urban and regional planning, tourism development and urban design, Craig is responsible for RDA's role in Spatial Planning (including tourism trails and freight movements) and Place. Craig has had a career in Local & State Government, State Dept of Planning and Local Government, the SA Tourism Commission, the Dept of Conservation and Land Management in WA and Dunedin Council in New Zealand. Qualifications include: B.A. Planning, Grad. Dip. Recreation Planning and Management, M. Appl. Sci. in Parks, Tourism and Recreation Management.

## **Trevor Taylor**

**Business Growth & Strategy**

Trevor has a wealth of business experience, having held senior positions including Chairman of Australia Marketing Institute (AMI) in South Australia, Marketing Manager Gaming at Adelaide Casino, State Sales Manager of Sony, Business and Marketing Consultant, Senior Steward of Thoroughbred Horseracing and recently Business Manager, Telstra Business Centre North. Trevor challenges business to grow and create jobs.

## **Meagan Stapleton**

**Jobs & Skills Project Officer**

Meagan undertook a traineeship with RDA working closely with the workforce projects and DSD programs. This experience has given her the skills to step up into this new role working to design and deliver skills training programs with jobs outcomes.

## **Leah Blankendaal**

**Arts & Cultural Facilitator**

Leah joined RDA as the newly appointed Arts and Cultural Facilitator. In partnership with Country Arts SA. She comes with experience as a performing musician, composer, broadcaster, and teacher. In 2017 she represented Australia in the Classical: Next Fellows Program in Rotterdam. Leah works with the creative sector to grow businesses and jobs.

## **Caroline McInnes**

**Administration**

In 2014-15 RDA was able to offer a return to work placement for Caroline McInnes. Caroline has made a wonderful contribution to the team in administration support for economic development projects and events. Caroline has stayed on in a part time role providing scheduling and administration services.

## **Daniel Bailey**

**IT Guy and Projects**

Daniel's skills are applied to investor and business information, mapping investment in the region and supporting new businesses with online presence. He also supports RDA Administration with IT services including website updates.

## **All Devitt-Lansom**

**Arts & Cultural Facilitator**

All has been involved in the Australian arts praxis for over 20 years. She is skilled in numerous arts-based areas with BA and Honours in Visual Arts and a Masters of Human Rights and a Country Arts SA Grants Assessment Panellist for a number of years. Alongside of business management in industrial food and wine industries with her husband,

## **Angie Kruger**

**Career Coach**

Angie is passionate about seeing others achieve their career goals and working with employers to identify and maximise employment opportunities. She continues to look forward to meeting participants throughout the region to assist with their career journey. With a strong background in recruitment and business development, Angie is currently studying a Certificate IV in Career Development.

In 2017 - 2018 we farewelled long time team members, Stephen Birch and Charlotte Williams as well as Shari Chambers and trainee Chloe Heslop. We miss them all and wish them well.



# FINANCIAL SUMMARY

Regional Development Australia Barossa Gawler Light Adelaide Plains Inc.

## Profit & Loss Statement

for the year ended 30 June 2018

	<u>Note</u>	<u>FY 2018</u> ( \$ )	<u>FY 2017</u> ( \$ )
<b><u>Income</u></b>			
Funding - RDA Barossa	2	949,905	944,109
Bank Interest		4,265	5,433
Project Income		178,368	240,533
Sundry Income	3	162,494	140,975
<b>Total Income</b>		<b><u>1,295,033</u></b>	<b><u>1,331,051</u></b>
<b><u>Expenses</u></b>			
Employment Expenses	4	891,750	866,504
Depreciation		11,436	11,738
Project Expenses		257,569	254,093
Rent & Outgoings		44,727	47,001
Other Operational Expenses	5	171,022	160,550
<b>Total Expenses</b>		<b><u>1,376,505</u></b>	<b><u>1,339,885</u></b>
<b><u>Net Surplus / (D)</u></b>			<b>(8,834)</b>

Income



■ DIRD ■ RegionsSA ■ Local Government ■ DSD ■ Youth Training Grant ■ Projects ■ Arts

Expenditure



■ DIRD ■ RegionsSA ■ Local Government ■ DSD ■ Youth Training Grant ■ Projects ■ Arts



# FINANCIAL SUMMARY

## Regional Development Australia Barossa Gawler Light Adelaide Plains Inc.

### Statement of Financial Position

AS AT 30 June 2018

	<u>Note</u>	<u>FY 2018</u>	<u>FY 2017</u>
<b>CURRENT ASSETS</b>		<b>( \$ )</b>	<b>( \$ )</b>
Cash & Cash Equivalents	6	720,947	671,804
Trade & Other Receivables		139,305	311,008
<b>TOTAL CURRENT ASSETS</b>		<b>860,252</b>	<b>982,812</b>
<b>NON CURRENT ASSETS</b>			
Plant & Equipment @ WDV	7	13,328	19,704
<b>TOTAL NON CURRENT ASSETS</b>		<b>13,328</b>	<b>19,704</b>
<b>TOTAL ASSETS</b>		<b>873,580</b>	<b>1,002,516</b>
<b>CURRENT LIABILITIES</b>			
Trade & Other Payables	8	386,493	437,032
Provision for Long Service Leave		36,901	33,826
<b>TOTAL CURRENT LIABILITIES</b>		<b>423,394</b>	<b>470,858</b>
<b>NET ASSETS</b>		<b>450,187</b>	<b>531,659</b>
<b>MEMBERS FUNDS</b>			
Retained Surplus		531,659	540,493
Current Surplus / (Deficit)		(81,472)	(8,834)
<b>TOTAL MEMBERS FUNDS</b>		<b>450,187</b>	<b>531,659</b>



# 2017 - 2018 RDA KEY BUSINESS ACTIVITIES

Business Centre	Activities	Outcome
Regional Strategic Direction	Regional data analysis, trends identification, policy alignment, consultation, ideation strategy development	Regional Economic Development Strategy
B2B (logo) services	Through RDA Management and Coordination, 35 regional business professionals offer supported assistance to SMEs	155 businesses grow and employ, are robust, resilient and adaptive
B2B Events	Business Breakfasts, Workshops, Seminars, Transforming Business Conference Series	49 events, 1582 attendees, growth in the business ecosystem
Business Investment assistance	Investment attraction information and materials, Regional Investment Geo map, site selection, data and analysis, assistance with planning & govt information, Grants and business case development, Key projects development.	\$152 m private investment; \$186m in the investment pipeline
Exports Growth	Free Trade agreement analysis, export markets analysis, trade start services, international liaison, exporting expos and market appropriate collateral development. WeChat and Chinese language materials and assistance	105 exporters and potential exporters assisted
Innovation & Entrepreneurship	Thought Leadership Series - Economists in Residence Start Ups support, Social Enterprise and the care sector, creatives in business programme, digital business (AASBAS) Connections, partnerships, specialisations identified	Innovation and Entrepreneurship Ecosystem boosted
Creative Industries businesses	Working with artists, musicians, designers, film makers and their value chains to develop viable, profitable businesses in the entertainment and creative sectors.	New businesses in sectors with tourism spinoff
Food Industries & Culinary Tourism	NAIS enabled business expansion, Native Foods, Barossa Regional Food, Ag Technologies businesses, Cultural readiness for international visitors, Central Markets Food stall	NAP Cluster and Masterplanning; 25 food businesses assisted to grow.
Infrastructure	Cycling Trails, Road Freight Routes, Telecommunications black spots, better broadband, energy projects support	3 submissions, 2 trails, 2 energy projects



# TRENDS: INVESTMENT AND JOBS

**Growth Industries:**

Professional Services  
Education  
Wine Tourism  
Horticulture  
Agri-Technologies

**Employment Growth:**

Aged and disability care  
Health and Allied Health  
Agri-technologies and machine maintenance  
Tourism, food and hospitality

**Investment Sectors:**

Professional Services  
Agricultural Services  
Horticulture and Services  
Wine Tourism and Accommodation  
Water Infrastructure  
Wine Services  
Housing

**Emerging Opportunity:**

Recreation  
Equine  
Education  
Food Production – niche and high value products





# 2018 -2019 PRIORITIES

**Barossa Campus:** a regional outreach campus delivering programs through major Universities and linking to innovation hubs in Gawler from 2018 and in the future potentially Kapunda, Roseworthy and Two Wells.

**Gawler Innovation Hub:** working with Hub manager to activate and create value to the local economy through the Hub.

**Agri-preneurs Program:** growing the number and value of food businesses across the region.

**Culinary Tourism:** value adding to food production across the region with insights and capabilities development.

**Equine Hub:** continue to develop the Business case for an International Equine Multipurpose Centre at Roseworthy, connected to and providing opportunities for equine facilities and businesses across the region.

**Agricultural Technologies Centre:** supporting and working with University of Adelaide and associated industries for the establishment and growth of research and entrepreneurship in Agricultural Technologies.

**Horticulture Value Chains:** working with all stakeholders to masterplan, attract investment and realise the opportunity in the Northern Adelaide Irrigation Scheme and associated Developments.

**International Profiling and Engagement:** in collaboration with Barossa Grape & Wine and other globally facing industries, establish a robust framework for international engagement and G2G relationships.

## Continuing in 2018-2019

**China business facilitation:** continue to refine our welcome and business and trade offering for the China market in anticipation of changing demands and tastes in that market.

**Other Export Markets:** analyse and review Free Trade opportunities and markets relevance for regional exportable products and tourism traffic.

**B2B Program and Events:** develop regional entrepreneurship and business performance whilst growing Knowledge Industries in the region including expanding the program into neighbouring regions in collaboration with relevant RDAs.

**Infrastructure Demand aggregation and project development:** continue to monitor infrastructure gaps and demand for submissions and project development.

**Creative Businesses:** grow the capacity of creatives to develop creative businesses with a particular focus on the live music and video sector and activity at the Barossa Culture Hub.





## Board members take to the road in 2018 to better understand growth industries and key infrastructure projects



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**An Australian Government Initiative**



**Government of South Australia**

**Primary Industries and Regions SA**



**Government  
of South Australia**

Department of  
State Development

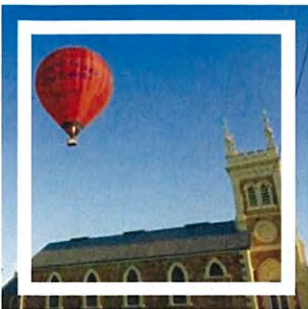
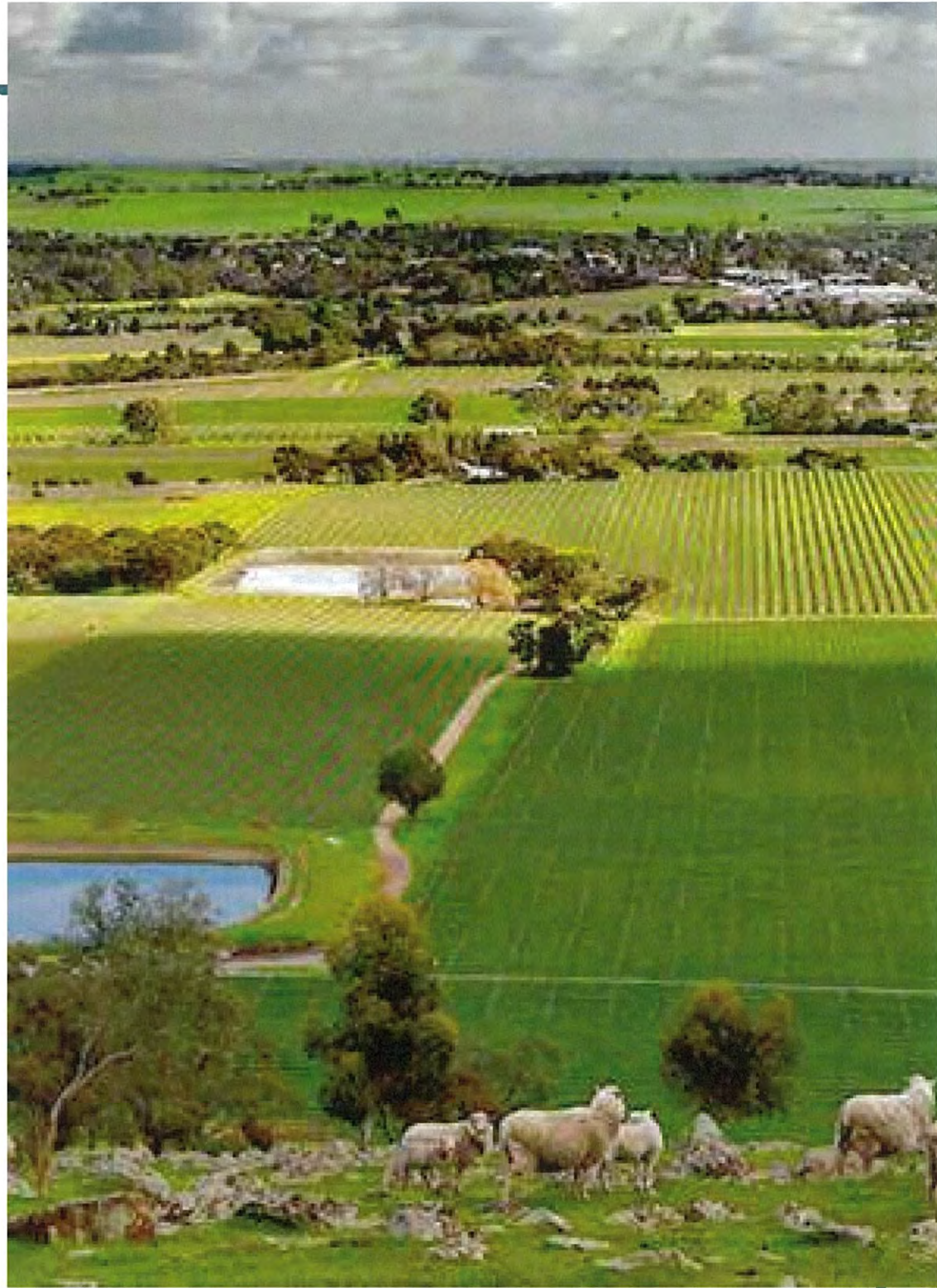


**Gawler**





# REGIONAL ECONOMIC ANALYSIS & PRIORITIES 2018





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November 2018



# BAROSSA GAWLER LIGHT ADELAIDE PLAINS

AREA	314,388
4 Council area, ha	
POPULATION	71,386
Number of residents (NEIR 2016)	
ECONOMY	\$3.05 B
GRP (NEIR 2016)	
JOBS	25,709
Local jobs (NEIR 2016)	
LOCAL EMPLOYMENT	34,309
Employed residents	
WELL-BEING	\$113,805
Household income (NIEIR 2016)	
BUSINESS	5,593
Local business entities (ABS 2017)	



# SUMMARY

## Who we are

Barossa Gawler Light and Adelaide Plains region is an **eco-system** of business, natural landscape and unique distinctive lifestyle.

We strive to become a modern, innovative and cutting edge destination without losing our rich heritage, artisan skills set and regional spirit.



## What region we want to be

- **Young and entrepreneurial**  
attractive for young generation with various opportunities for young families and kids
- **Educated**  
with educated population and skilled workforce for industry and new investors
- **Connected**  
connected with markets, technologies, opportunities and with each other
- **Value adding**  
leveraging strength of assets, existing business background and skills, we add value to it
- **Competitive**  
with continuous improvement in practices and products

## How we get there

1. **Informed decisions** - analyse and monitor relevant data (economy ID, investment map and surveys)
2. **Scale up** local economy, attention to businesses willing to grow
3. Adopt **best business practices** – learn, innovate, specialise, collaborate
4. **Educate** people. Promote value of education and training
5. Invest in **infrastructure**, hard and soft
6. Support **creative industries**
7. **Compete** and build competitive advantages
8. Disrupt and diversify





# ECONOMIC STRENGTHS AND OPPORTUNITIES

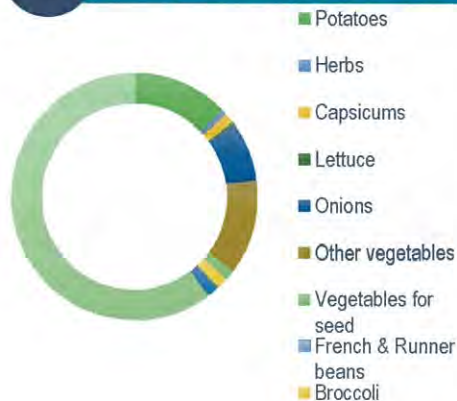
## 1 Wine-Food-Tourism



- 85,149 tonnes of **wine** grapes crushed in 2016/17. In 2015/16, RDA BGLAP Region contributed 29.8% of SA wine industry employment and \$740 m in value.
- In 2015/16 **tourism** and hospitality sales were \$196.5m, the total value added was \$103.6m, employment impact is 2,200 employees
- Total output of **agricultural industry** in 2015/16 is \$767 m. RDA BGLAP Region contributed 10% of total employment in agricultural sector and 4.6% of SA Food Product Manufacturing employment.

Key RDA BGLAP region industries - wine, food and tourism - benefit from each other and form **regional wine-food-tourism cluster**. Synergetic collaboration between industries ensures **sustainable economic development** of the region and **growing opportunities** for value adding. Cluster management structure - **Barossa Partnership** - consists of RDA, industry associations and industry leaders. Cluster is using **Rate limiters** model to identify cross-sector barriers and opportunities.

## 2 Agri/Horticulture



In 5 years the total value of agricultural **output** in RDA BGLAP Region increased from \$284m to \$405m. Value of **Horticulture** production increased by 7% - from 6% to 13.4%.

**Northern Adelaide Irrigation Scheme (NAIS)** provides opportunities for further growth and innovation, utilising more land for horticulture production in Adelaide Plains. Northern Adelaide Plains Horticulture Initiative is a project with RDA BGLAP participation for the development of a horticulture cluster in **Virginia** and Adelaide Plains.

## 3 Equine



**Equine industry** is growing to become one of the key contributors to the economy of the region. RDA BGLAP region has more than 100 equine facilities, clubs, studs, services and suppliers. Spending on horses in RDA BGLAP region is estimated as **\$37.7 m** per year. Racing events are estimated to contribute \$10.6 m annually. Barossa is a home to state of art Equine Health and Performance centre in Roseworthy Campus.

To leverage the strength of existing equine industry, construction of a new **International Equine Multi-purpose Arena** adjacent to Roseworthy campus proposed. New equine facility will consolidate sport, training and events, and complement Roseworthy Health and Performance centre in becoming a state equine precinct.

## 4 Education



Education sectors in the RDA BGLAP region is represented by all levels of educational institutions – Universities, VET and schools. Academic: Roseworthy Campus of the **University of Adelaide**, Centre for rural medicine of Flinders University and Tanunda office of the Uni of SA. TAFE SA in Nuriootpa offers VET courses in hospitality including culinary, nursing with a focus on aged care, wine education. Barossa Wine school in collaboration with TAFE delivers 3-level wine appreciation course. 6 high schools and colleges. offer graduate courses in business, digital studies, wine science and production

Opportunities in education sector – equine studies and stable hands training, culinary education, resource university centre for all three universities represented in the BGLAP region, medical internship in rural area.

**International** education in wine studies, nursing and aged care for Asian students. International school exchange, study tours and internships particularly with school students from South Korea, Japan, China and France. Internships for Chinese students interested to work in the wine sector.



# ECONOMIC STRENGTHS AND OPPORTUNITIES

## 5 Health and Aged Care

Population growth up to 100,000 residents (71,386 currently) is expected by 2024. RDA BGLAP region is characterised by quickly ageing population what is typical for Australia and South Australia in particular. Like most developed countries, Australia's population is ageing as a result of sustained low fertility and increasing life expectancy. However, RDA BGLAP region has higher increase in age group Over 65 years than SA average (19% against 10% in 2006-2011 and 22.6 % against 15,8% in 2011-2016) with a projection to further rapid growth in the next 10 years (47.4 % in 2021 and 81.3% in 2026)



Ageing population increase and total population growth require well-developed health and aged care infrastructure. Region has one of the best aged care facilities such as Barossa Village and Tanunda Lutheran Homes, with an opportunity to grow. There is an opportunity for small and micro business to deliver services under NDIS. Trend for local retirees and new home buyers moving from the cities to the peaceful and affordable region will impact upon the supply and demand for suitable accommodation. The RDA BGLAP region is reasonably serviced by quality medical and allied health services, but demand for hospital beds growing

## 6 Art Music Design



RDA BGLAP region is leveraging its rich cultural and art traditions, transforming existing cultural heritage into a new business sector - Creative industries.

Art Music Design Barossa is a virtual hub for arts, music and design ideas and inspiration. Art Music Design connects creatives with events, venues, suppliers and customers, helping art to get into business, and become one of the strongest competitive advantages of the region.

More than 70 artists and musicians, wide range of creative spaces, galleries, concert venues and museums form an attractive investment and tourist landscape adding value to the Region.



## 7 Business Growth

RDA BGLAP region is a home for 5,593 businesses where 64% of registered businesses do not employ people at all and 25% businesses have 1-4 employees.

Assistance in business growth and development is a critical need and opportunity at the same time. RDA BGLAP is working with micro and small business sector to help identify business opportunities and develop business literacy which allows business grow and create jobs. B2B project specifically developed to help local business and support emerging start-ups.



More than 150 businesses and entrepreneurs are supported via B2B network annually.

If RDA facilitate business improvement and assist 10% businesses who are not employing now to generate at least 1 job, it will create 350 new jobs for the Region with the opportunity for further growth and development. As an example, KODO technology who were supported by RDA 3.5 years ago at the moment when their business commenced, now employ 18 specialist and still expanding.

## 8 International Markets

Among the international markets which may significantly influence regional economy China is still on the first place followed by US, UK, South East and North East Asia, and potentially India.

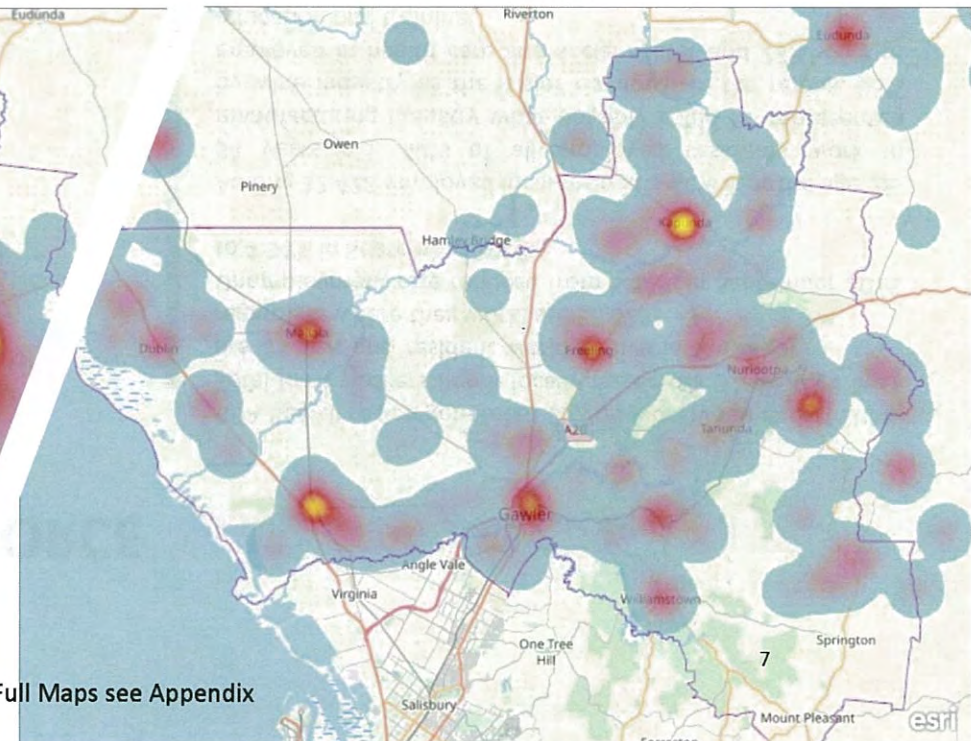
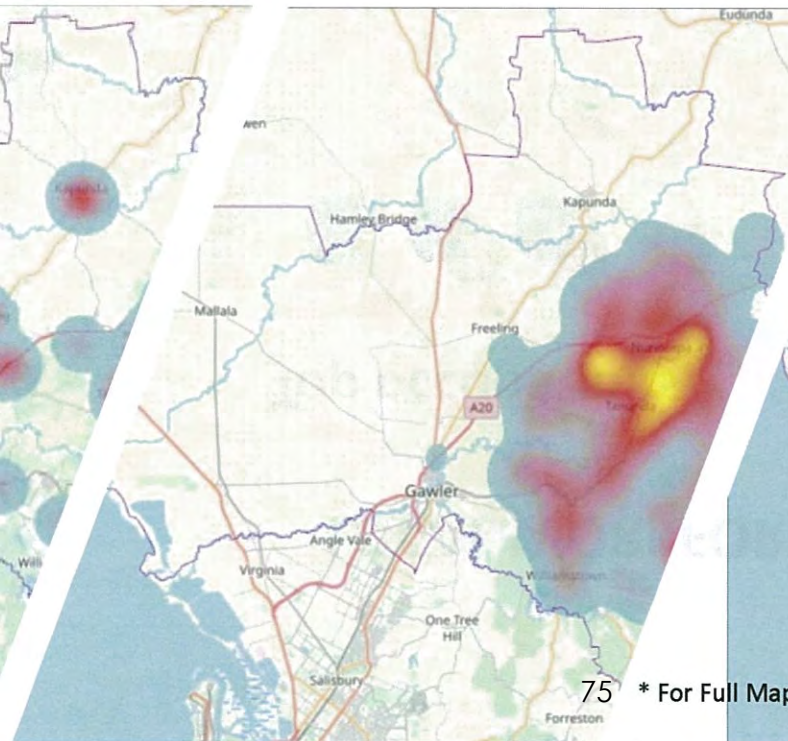
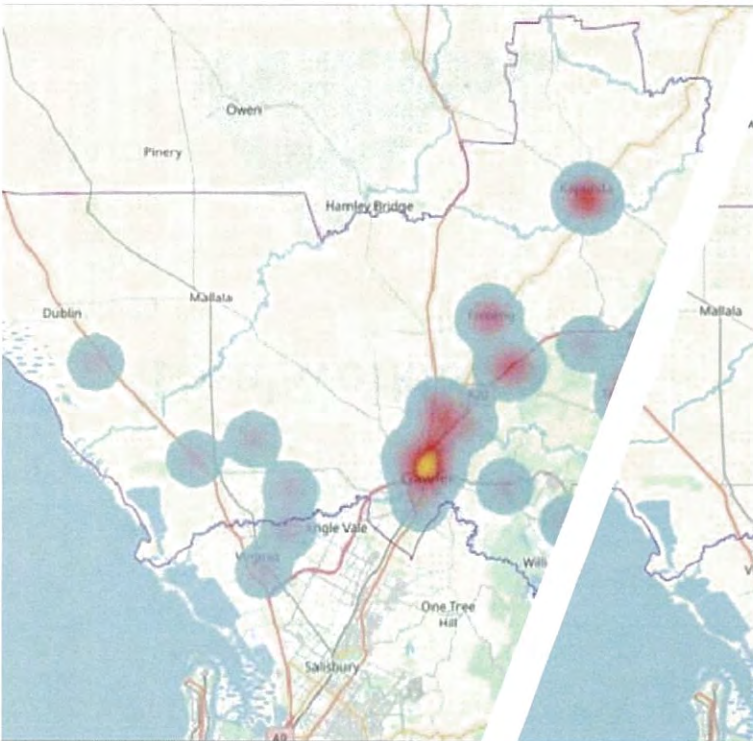
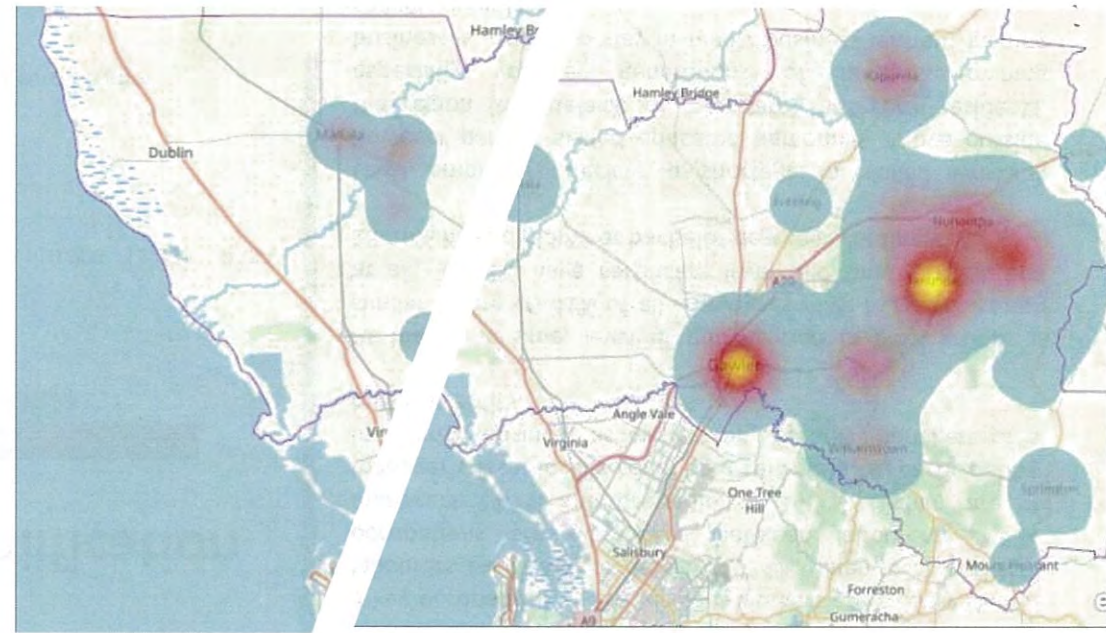
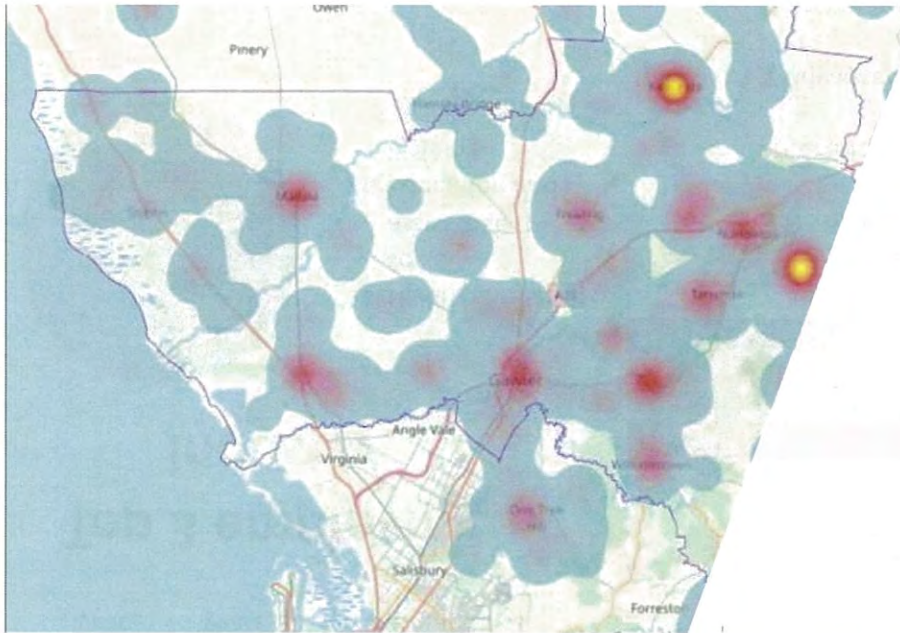
Enormous opportunities for wine sector provided by China and US markets. UK is still a stable partner contributing to various sector including tourism, advanced manufacturing and wine. Growing interest to exporting services and education to South East Asia particularly to Indonesia and Philippines, food and wine to India and North Asia.



Today China is the largest market for South Australian produce and tourism, it is the world's number one trading nation and manufacturer. In 2016 Australia welcomed 1 million Chinese tourists and thanks to the expected 70% growth of the Chinese middle class, by 2026 this number is expected to reach 3.3 million. Interests of Chinese visitors: Tourism; Investments; Trade; Residence(migration), Study (165,000 Chinese are studying in Australia) Statistics clearly shows why RDA puts serious efforts into the development of G2G and B2B relationships with China building export capability and educating local business on China market.



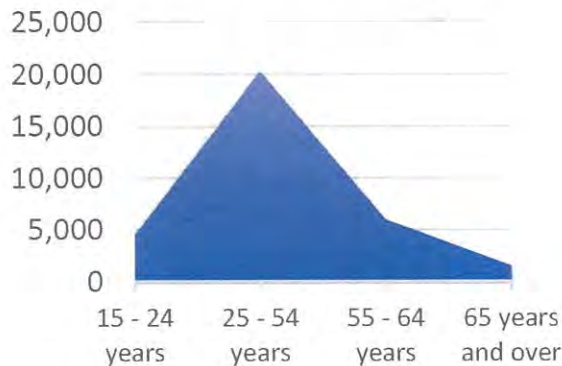
# REGIONAL INDUSTRY





# LOCAL WORKFORCE

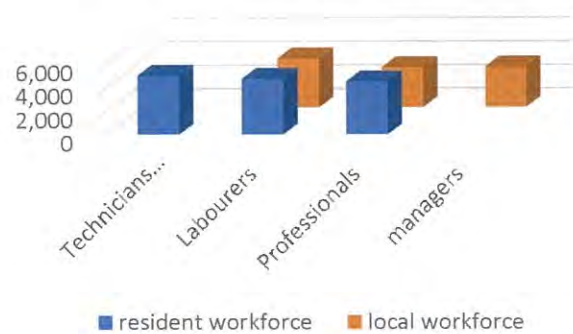
## Local workforce



## Top 3 employing industry



## Top occupations



## Level of qualification



RDA BGLAP region generated 25,709 jobs by the end of 2016. Total local workers (work locally regardless where they live) are 23,387, and resident workers (live in the area regardless where they work) are 32,428. Unemployment rate reduced from 5.15% in September 2016 to 4.34% in September 2017.

Among 32,428 employed local residents 62% is at the age 25-54 years old. 42% of all employed residents work in manufacturing industry what possibly could be represented by wine industry as the major employer in the region. 35% employed in health care and social sector and 23% work in education and training.

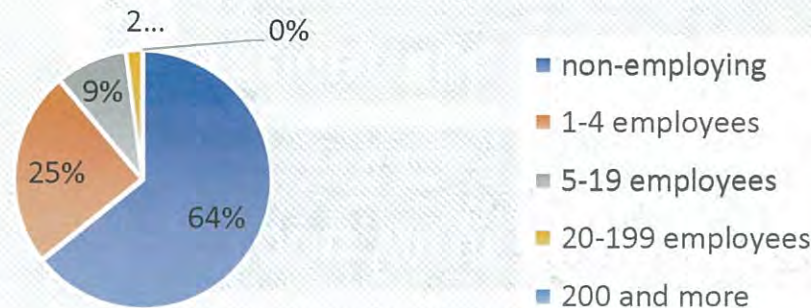
3 key occupations of the resident workers are tradies 15.6%, labourers 14.7% and professionals 14%, when local workers occupations are distributed between labourers 17.8%, managers 14.7% and professionals 14.7%. Higher rate of manager's level locally could be a reflection of participating in a small business as owners or the only managers of a business entity.

At the same time, level of qualification in both groups is similar where 40-41% of all employees have NO qualification at all, 30-32% have certificate level and only 11-12% and 15-16% have diploma or bachelor degree accordingly.

Local employers declare a shortage in skilled workers, however part of skilled educated personnel move outside the region (to Adelaide or interstate), and local residents, especially younger generations of families, owning businesses, prefer to stay in family business without gaining specific qualification.

## BUSINESS LANDSCAPE

### Number of Businesses by Employment



### Areas of Support



#### Statistics:

There are 5,593 businesses registered in RDA BGLAP area.

TOP 5 industries with the largest number of businesses:

- Agriculture, forestry and fishing 23.2%
- Construction 18.2%
- Rental, Hiring and Real Estate 8.4%
- Manufacturing 6.6%
- Professional, scientific and technical services 6.2 %

Specific feature of RDA BGLAP region is that approximately 95% of businesses are SMEs and even micro-businesses employing 0-5 employees.

According to ABS 2017 (data sourced by ATO) distribution of businesses by employment is following:

- **64%: Non-employed** - 3,597 businesses
- **25%: 1 – 4 employees** - 1,370 businesses
- **9%: 5-19 employees** - 510 businesses
- **2%: 20 – 199 employees** – 113 businesses
- **Over 200 employees** – 3 businesses (educational)

3 (three) largest employers registered in the region are educational institutions which we assume provide information about ALL employees (not local only).

#### Areas of support:

Business Insights Survey (381 respondents – SME businesses) conducted in RDA BGLAP region in 2015-2017 identified key areas of support and skills shortage:

- Digital marketing – 52% of respondents
- Web development and content marketing – 33% of respondents
- HR and people management – 29% of respondents
- Personal development and self-performance 27% of respondents

Leading position traditionally belongs to Funding support and grants – more than 60% of respondents



## INFRASTRUCTURE GAPS

## RESPONSE

1

### WATER

increase volumes and improve quality for agricultural sector(food), viticulture (wine industry), opportunities for investment attraction in high-tech horticulture, water supply and distribution infrastructure, water treatment, R&D using existing experience and facilities at SARDI.

→ Northern Adelaide Irrigation Scheme (NAIS)

2

### INVESTMENT AND ENERGY INFRASTRUCTURE

build Industrial Parks with ready for investors infrastructure, implement industrial park concept based on circular economy approach and symbiotic co-location of industries at Kingsford Industrial estate, build greenfield and brownfield industrial facilities.

→ Utilities and master-planning, energy programs

3

### TOURISM INFRASTRUCTURE

Region is experiencing consistent increase in visitations, more international visitors especially Chinese, and business travellers, used to world accepted standards of accommodation. Quality hotel infrastructure from well-known hotel chains will dramatically improve tourism landscape and economic impact from tourism and events, diversify regional attraction as a place for leisure and business.. Specific tourist infrastructure will be needed to leverage Adelaide International Birds Sanctuary stretching along the coast.

→ Project proposals

4

### FOOD VALUE CHAIN INFRASTRUCTURE

RDA BGLAP is an agricultural region producing various agricultural commodities on 268,323 ha of fertile land. About 90% of all producers and growers are small and not competitive on the external markets because of low volumes and artisan style production. Food processing and packaging facility will support local food producers and attract investors interested in low logistic costs and "paddock to plate concept". Food Park will provide value adding opportunity.

→ Research phase

5

### FREIGHT ROUTES

RDA BGLAP region provides highway access to the North and main capital cities. Heavy vehicle traffic is intensive and still growing. Wine industry contributes towards traffic load a lot. B Doubles and Road Trains access to business sites is critical for the region but not always possible due to lack of appropriate facilities. To improve freight routes infrastructure it is required to have a freight depot which will provide services for truck drivers, safe loading facilities and become a logistic hub on the way to the North and other states.

→ Freight Depot proposal

6

### PUBLIC TRANSPORT

Region is one of the most popular tourist destinations and is expecting 40% population growth by 2024 but doesn't have regular public transport connection with Adelaide. Public transport network linking Adelaide and RDA BGLAP region, and connecting regional centres between each other will boost regional economy and support population growth and jobs.

→ Asset mapping

7

### INFRASTRUCTURE TO RETAIN AND ATTRACT YOUTH

As regional population is ageing rapidly infrastructure(combination of soft and hard infrastructure) to attract youth to work and live in the RDA BGLAP region is required.

→ Infrastructure projects, Gawler Connect



## INVESTMENT PRIORITIES

RDA BGLAP region has an attractive investment landscape for both – overseas and domestic investors. Opportunities for investment in wine industry and tourism are proudly supported with its status of a Great Wine Capital of the World.

However, structure of investments in RDA BGLAP region mostly represented by **domestic investments**. Even investing in wine industry from overseas investors then usually move to the region and become BGLAP region residents.

That's why local business support and development are critically important as it has tangible impact on investments in the region and jobs growth.

In 2016-2017 RDA BGLAP Region attracted **\$32,700,000** in Infrastructure investments in addition to **\$475,000,000** allocated for Roseworthy Development and NAIS

Investments in local manufacturing facilities were **\$57,865,000**, local business invested **\$40,950,000** and created **578** local jobs and **482** construction jobs

LG approved applications for non-residential developments for **\$22,630,335**

### Infrastructure for investors

**Kingsford Industrial Park**  
master-planning



### Tourism infrastructure

**5-6 star hotel**  
up to 200 rooms

**Health and wellness retreat**

**Nature tourism facilities**

**Trials infrastructure**



**Food Industry investments**



**International Equine centre**  
at Roseworthy



**Northern Adelaide irrigation scheme**

**Adelaide Plains Horticulture Supply Chain investment**



**Creative Industries**

**Culture and Entertainment**

## REGIONAL PRIORITIES

1

Innovative Horticulture

2

Outstanding Creative Industries

3

Business entrepreneurship,  
innovation and growth

4

Sustainable Water

5

Culinary Tourism Investment

6

Education Industries

7

Transport – People and Goods

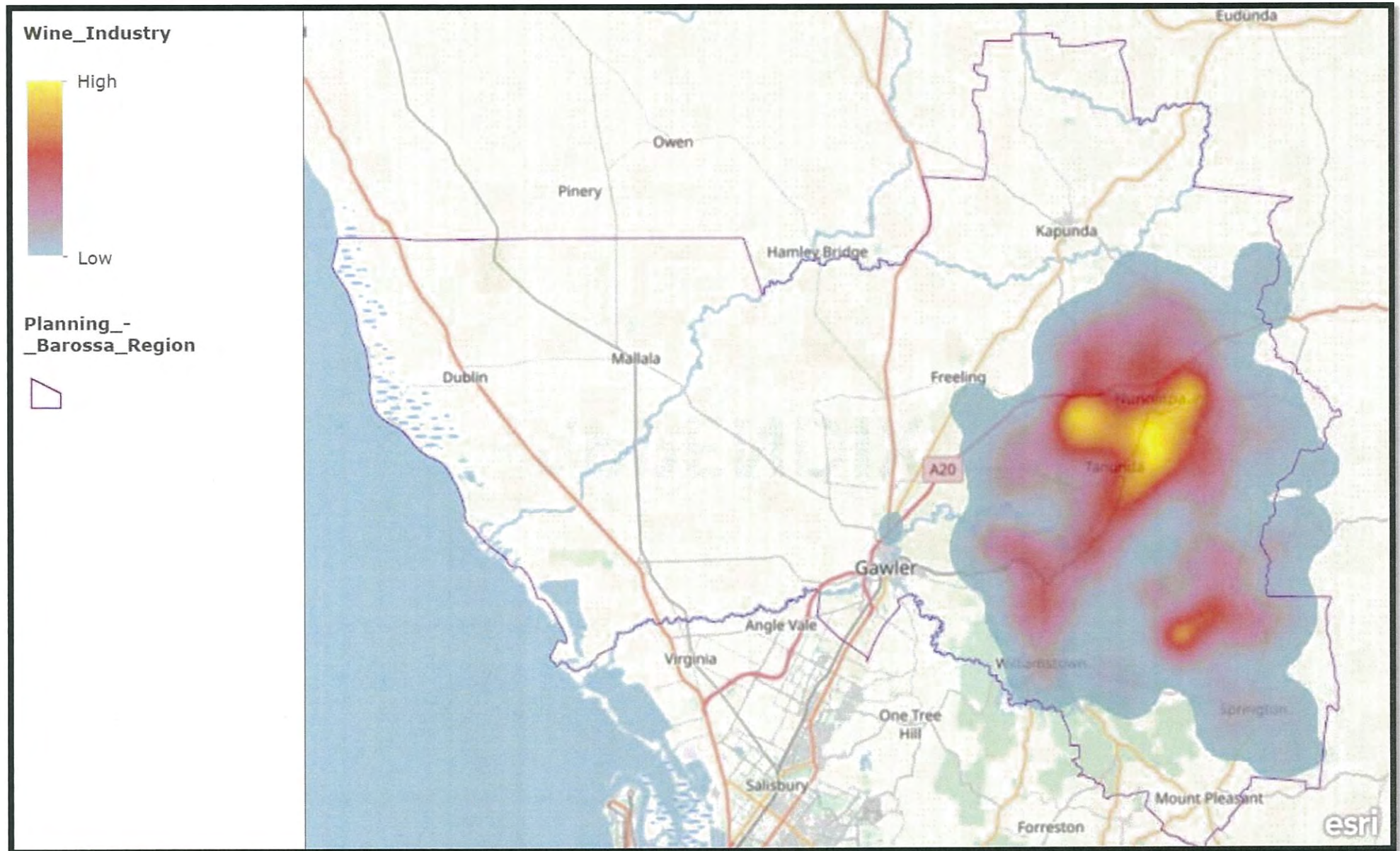
8

Improved Qualifications

# APPENDIX

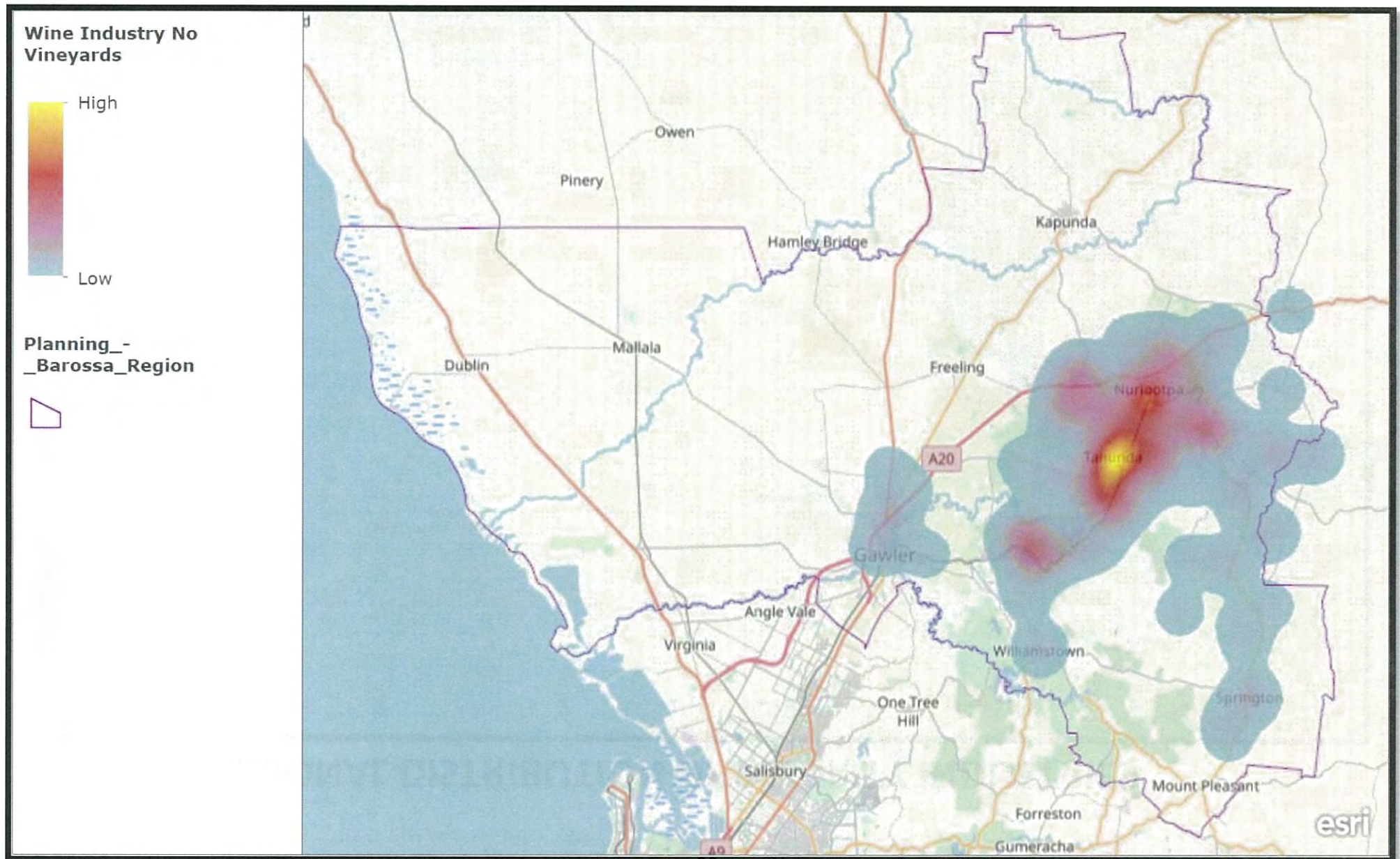


## REGIONAL DISTRIBUTION OF PRIORITY INDUSTRIES



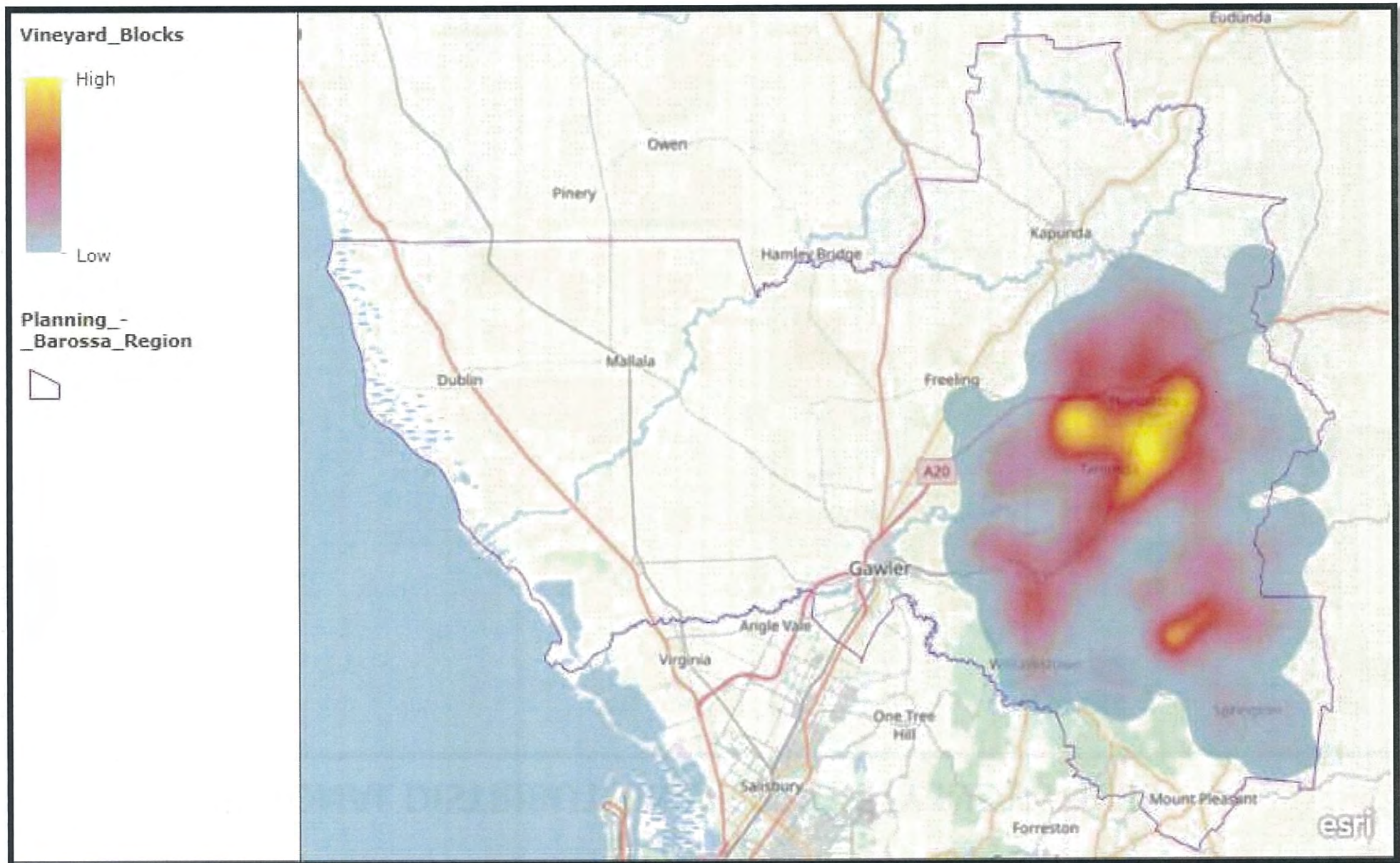


## REGIONAL DISTRIBUTION OF PRIORITY INDUSTRIES



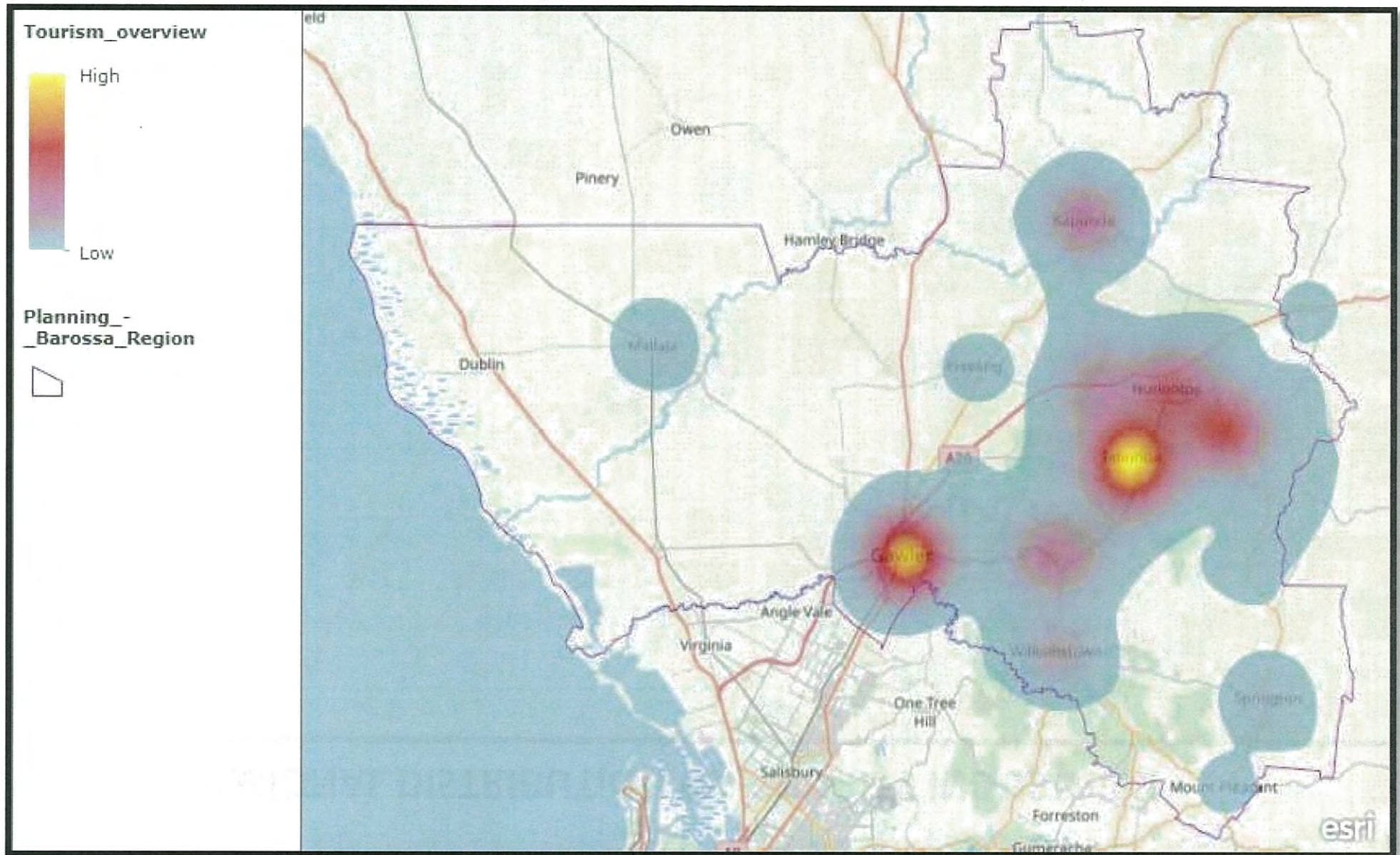


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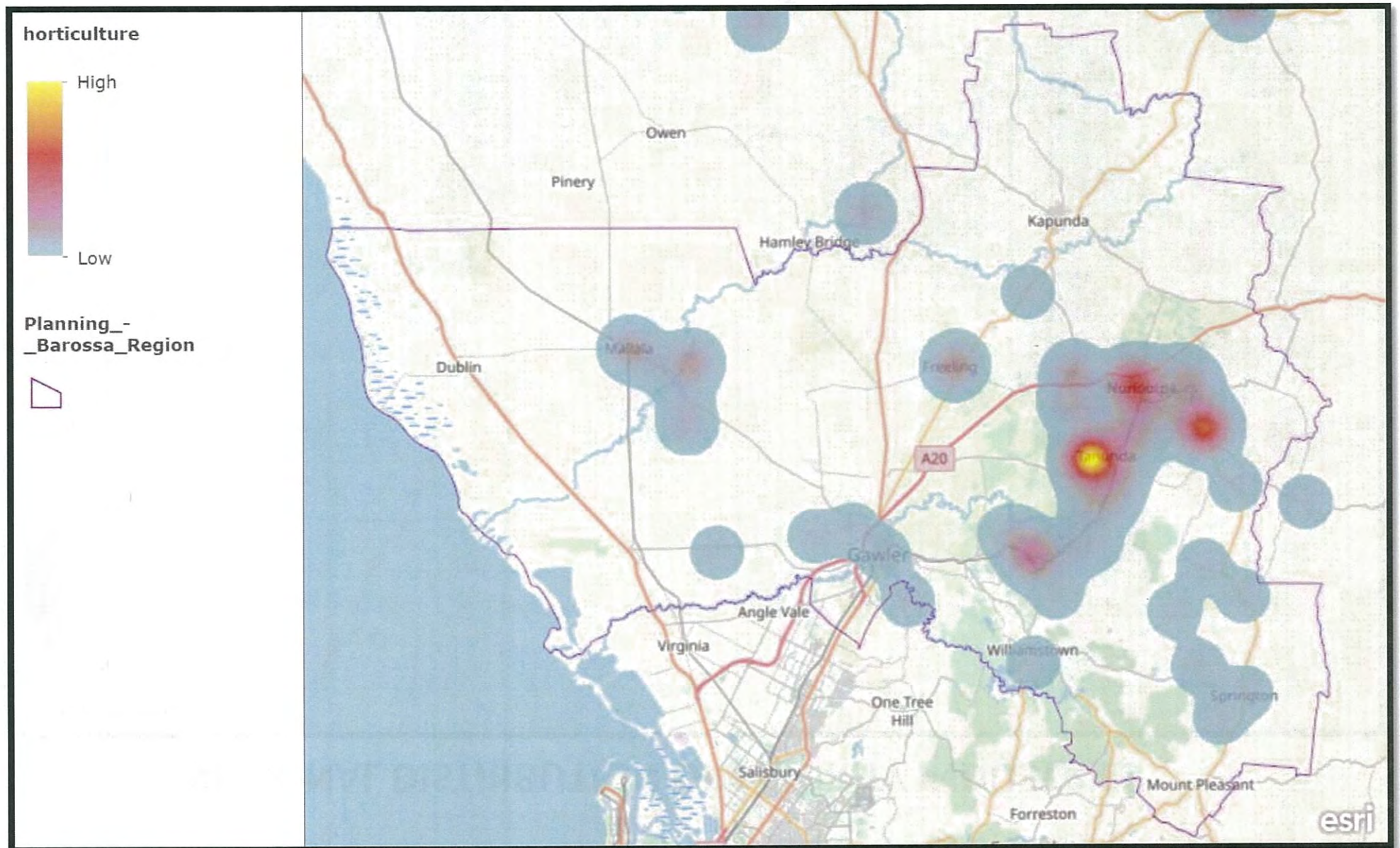


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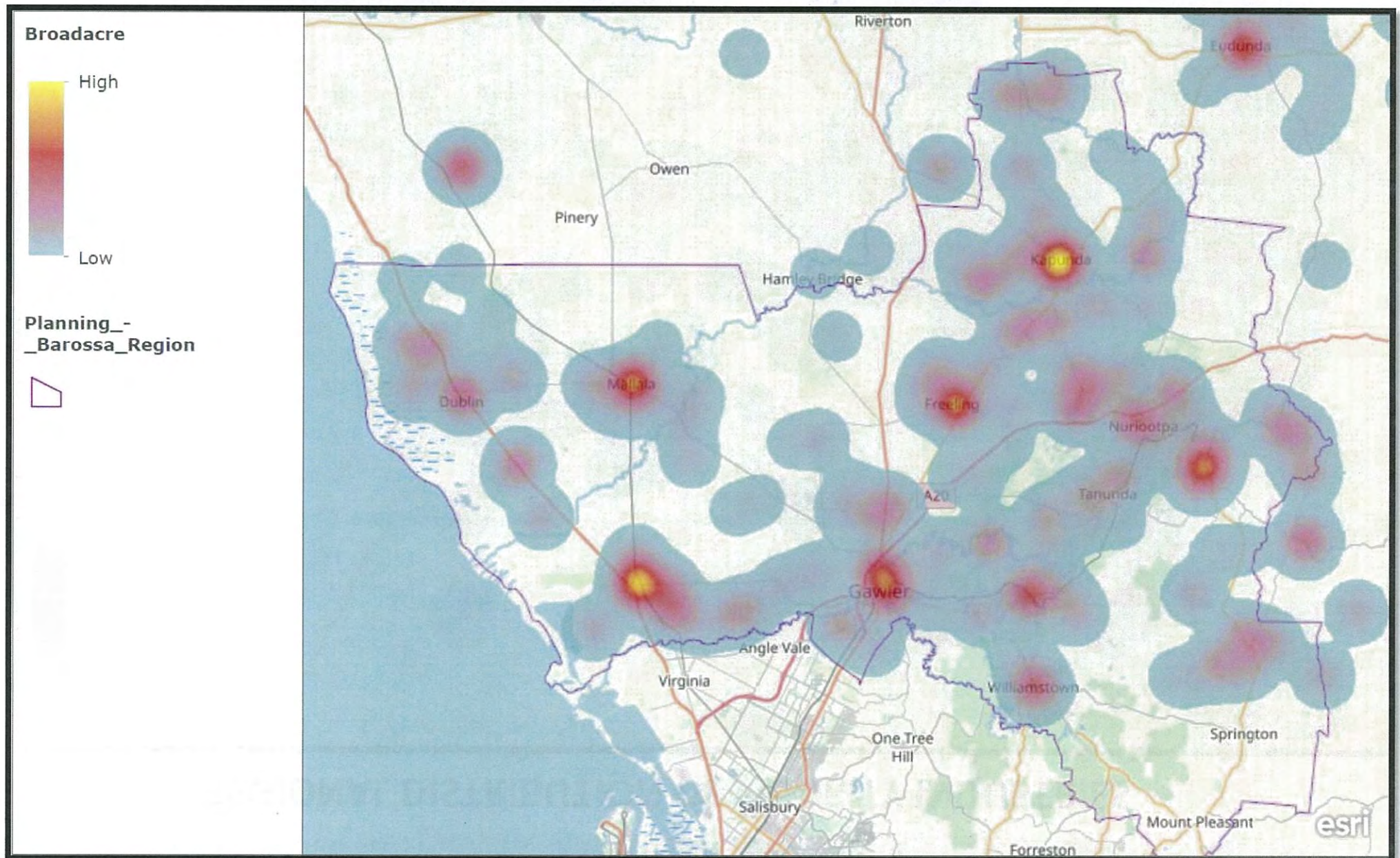


## REGIONAL DISTRIBUTION OF PRIORITY INDUSTRIES





# REGIONAL DISTRIBUTION OF PRIORITY INDUSTRIES

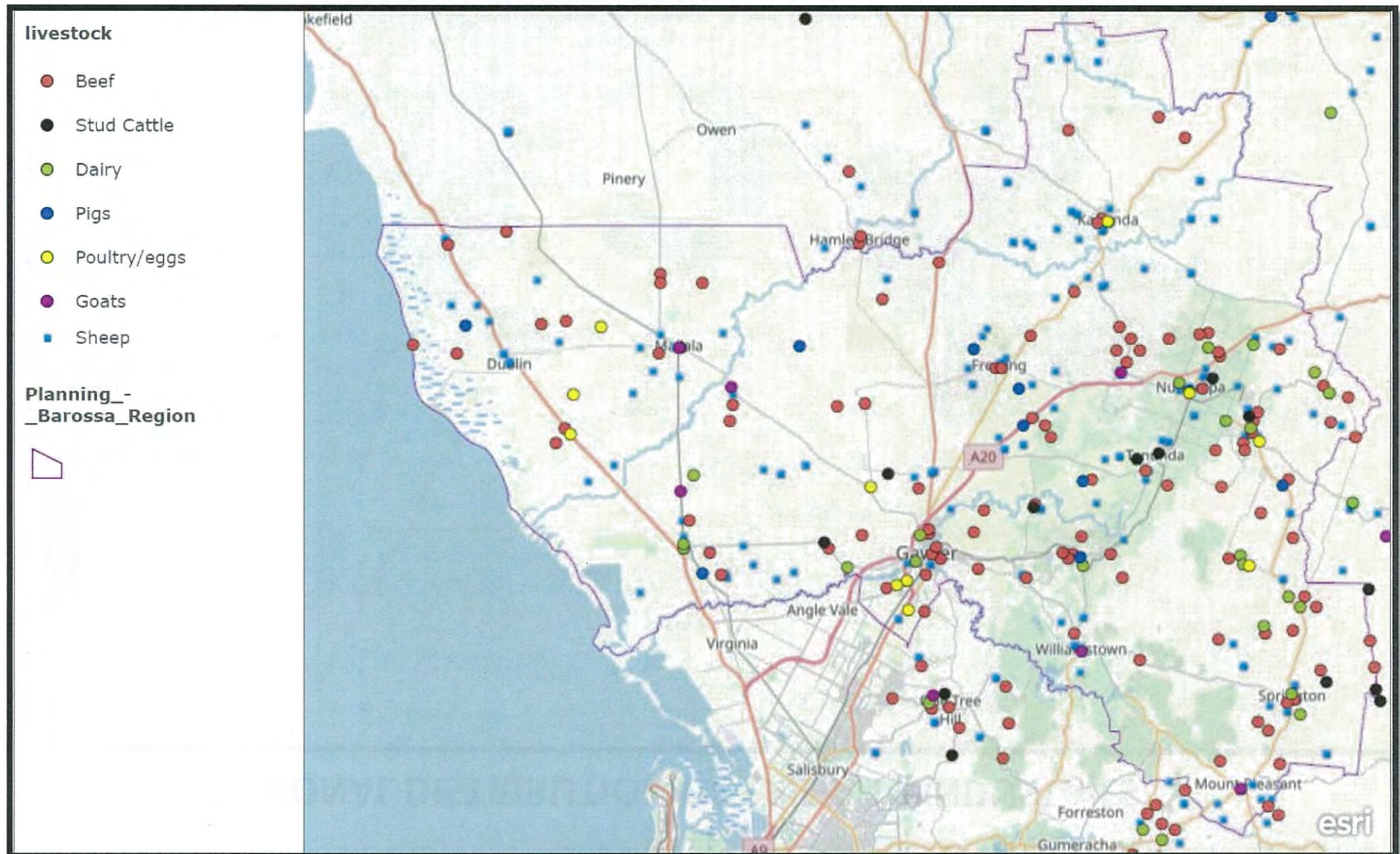






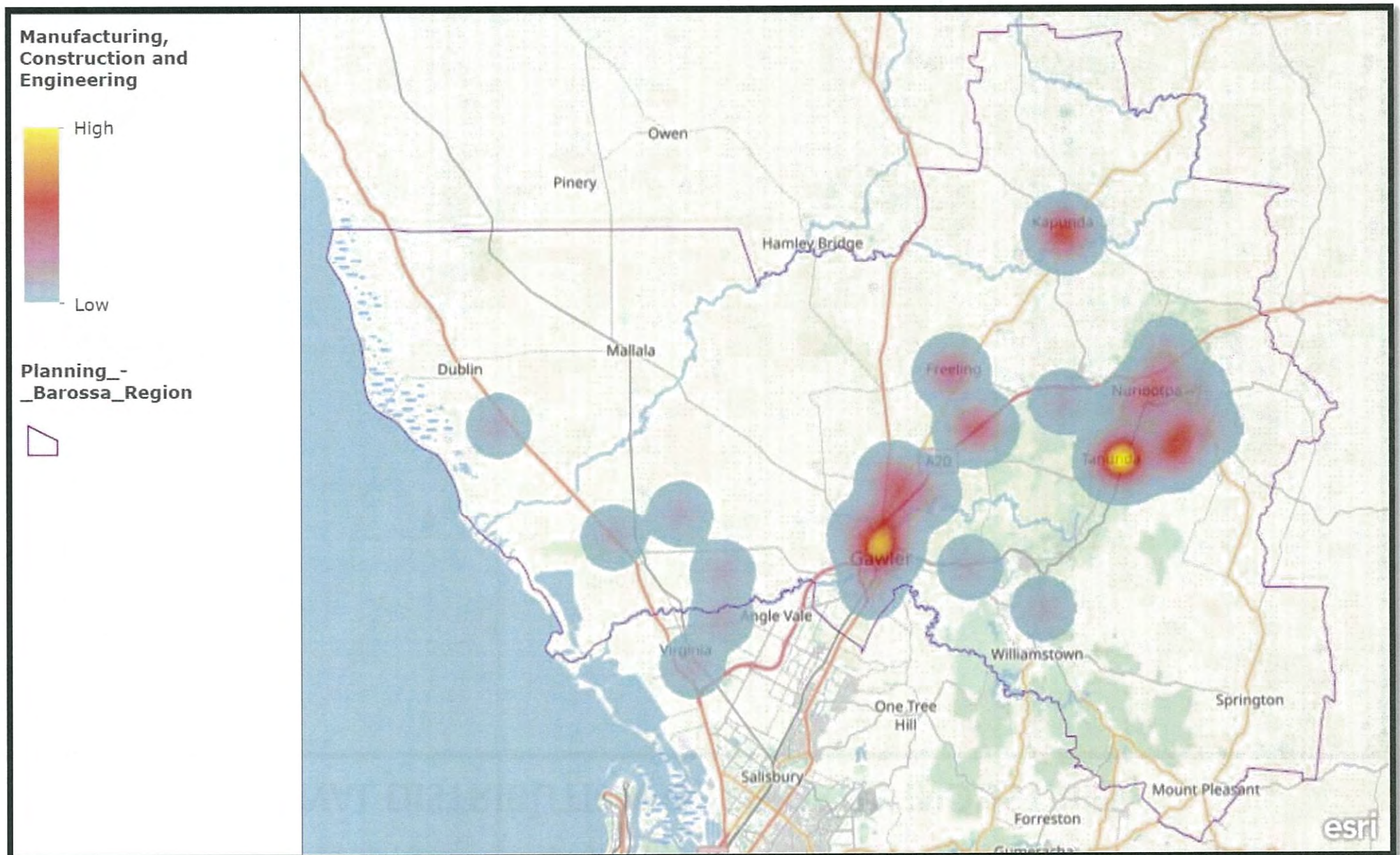


# REGIONAL DISTRIBUTION OF PRIORITY INDUSTRIES





# REGIONAL DISTRIBUTION OF PRIORITY INDUSTRIES





**Regional  
Development**  
*Australia*

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## An Australian Government Initiative



**Government of South Australia**

Primary Industries and Regions SA



**Government  
of South Australia**

Department of  
State Development



*The* **Barossa** Council

**Gawler**



**LIGHT**  
REGIONAL  
COUNCIL



**Adelaide  
Plains**  
Council

COUNCIL  
EXECUTIVE SERVICES  
CHIEF EXECUTIVE OFFICER REPORT  
18 DECEMBER 2018

4.2.1 CONSENSUS AGENDA – CHIEF EXECUTIVE OFFICER

4.2.1.3

REGISTRATION OF THE KAURNA NATIVE TITLE SETTLEMENT INDIGENOUS LAND USE AGREEMENT

B859

Author: Governance Advisor

Following lengthy negotiations over approximately 10 years, the Kurna Native Title claim was settled by agreement on 21 March 2018. A consensus report with respect to the settlement of the claim was presented to Council on 17 April 2018.

The claim included 7 parcels of Crown land in The Barossa Council's care and control and for this reason, Council was named as a respondent, along with a number of other councils. However, the terms of the settlement recorded that Native Title was extinguished over these 7 parcels.

The settlement terms recorded 17 parcels of land across South Australia as retaining Native Title. One of these parcels is within Council's geographical area (a rural allotment in the Williamstown area) but that parcel is owned by the Crown and is not in Council's care, control and management.

In order for the determination to take effect, the State and Kurna were required to register an Indigenous Land Use Agreement ("ILUA"). Registration is overseen by the National Native Title Tribunal (NNTT). Council is not a party to the ILUA, and registration of the ILUA does not affect Council directly.

The NNTT has now confirmed that the ILUA has now been registered (see attached letter to the Chief Executive Officer dated 20 November 2018).

There are no remaining Kurna Native Title issues for Council, as the matter has now settled and the parcel of land that retains Native Title within the Council area is not in Council's ownership, care, control or management.

However, Council may have future dealings, with the Kurna Registered Native Title Body Corporate and a Kurna Recognised Representative Body, with respect to Aboriginal heritage matters under the *Aboriginal Heritage Act 1988* (SA). The Registered Native Title Body Corporate and Recognised Representative Body are yet to be registered/established.

RECOMMENDATION

That Report 4.2.1.3 be received and noted.



SI2018/004

20 November 2018

**Mr Martin McCarthy**  
**Chief Executive Officer**  
**Barossa District Council**  
**PO Box 867**  
**Nuriootpa SA 5355**

Via email: [barossa@barossa.sa.gov.au](mailto:barossa@barossa.sa.gov.au)

Dear Mr McCarthy

**Delegate's Decision Regarding Registration of SI2018/004 Kurna People Settlement ILUA**

This is to inform you that on 19 November 2018 the above agreement was registered on the Register of Indigenous Land Use Agreements (Register).

I enclose a copy of the register extract which provides the details that are held on the Register as required by s. 199B of the *Native Title Act 1993* (Cth). The register extract and attachment(s) can also be viewed on the NNTT website ([www.nntt.gov.au](http://www.nntt.gov.au)).

When an ILUA is registered, details will remain on the Register until or unless:

- one of the parties advises the Registrar in writing that the agreement has expired, and the Registrar believes on reasonable grounds that this is the case;
- all parties advise the Registrar in writing that they wish to terminate the agreement;
- an order is made by the Federal Court to remove the details of the agreement from the Register where it is established through an application to the Federal Court that a person would not have become a party to the ILUA but for fraud, duress or undue influence by any person;
- an approved determination of native title is made and any of the persons determined to hold native title did not authorise the making of the agreement, and the Court has not made an order not to remove the details of the agreement from the Register; or
- the Federal Court, for any other reason orders the details of the agreement to be removed from the Register.

If you have any queries, feel free to contact me via my details provided below.  
Yours sincerely

A handwritten signature in blue ink, appearing to read 'D Drake'.

**Dianne Drake**

**Practice Leader**

**Tel:** 02 9227 4007

**Freecall:** 1800 640 501

**Email:** [dianne.drake@nntt.gov.au](mailto:dianne.drake@nntt.gov.au)



# Extract from Register of Indigenous Land Use Agreements

---

<b>NNTT number</b>	SI2018/004
<b>Short name</b>	Kurna People Native Title Settlement ILUA
<b>ILUA type</b>	Area Agreement
<b>Date registered</b>	19/11/2018
<b>State/territory</b>	South Australia
<b>Local government region</b>	Adelaide City Council, Adelaide Hills District Council, Alexandrina District Council, Barossa District Council, Campbelltown City Council, City of Burnside, City of Charles Sturt, City of Holdfast Bay, City of Norwood, Payneham & St Peters, City of Onkaparinga, City of Playford, City of Port Adelaide Enfield, City of Prospect, City of Salisbury, City of West Torrens, District Council of Yankalilla, Light Rural City

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## Description of the area covered by the agreement

7.1. The Agreement Area is all of the land and waters the subject of the Determination as described at SCHEDULE 1 and shown on the map at SCHEDULE 2 to this Agreement, and includes both the Native Title Land and the land and waters over which native title does not exist, as set out in the Determination.

7.2. To the extent of any inconsistency between the written description at SCHEDULE 1 and the map contained at SCHEDULE 2, the written description prevails.

[A copy of Schedule 1 and Schedule 2 of the agreement are attached to this register extract. The following general description of the agreement area has been provided by the National Native Title Tribunal to assist people to understand the location of the agreement area. It is provided for information only and should not be considered part of the Register of ILUAs:

Agreement covers about 3,470 sq km, in the vicinity of Adelaide, extending easterly from Gulf of Saint Vincent to the foothills of the Mount Lofty Ranges].

## Parties to agreement

### *Applicant*

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<b>Party name</b>	The Attorney-General for the State of South Australia
<b>Contact address</b>	c/- Crown Solicitor's Office PO Box 464 Adelaide SA 5001

### *Other Parties*

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<b>Party name</b>	Garth Agius, Lynette Crocker, Maureen Wanganeen, Glenice Sumner, Joseph Mitchell, Vincent Buckskin, Suzanne Russell, Dennis Davies, Rodney O'Brien, Frank Wanganeen and Cecil Graham on behalf of the Kurna People
<b>Contact address</b>	c/- Campbell Law Suite 7, Level 1 118 Halifax Street Adelaide SA 5000

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<b>Party name</b>	Kaurna Yerta Aboriginal Corporation
<b>Contact address</b>	c/- Campbell Law Suite 7, Level 1 118 Halifax Street Adelaide SA 5000

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**Period in which the agreement will operate**

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<b>Start date</b>	not specified
<b>End Date</b>	not specified

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4.1. This Agreement (except for clauses 2, 3, 4, 45 and 46, which commence on the Execution Date) is conditional on the making of the Determination by 30 June 2018, failing which this Agreement terminates automatically.

4.2. Clauses 5 to 9 of this Agreement commence on the Determination Date.

4.3. Subject to the condition in clause 4.1 above being satisfied, the remainder of this Agreement commences on the Registration Date and the Agreement continues indefinitely subject to earlier termination pursuant to this Agreement or by operation of law.

"Execution Date" means the date on which this Agreement was executed by all Parties and if executed on different days the date on which it was last executed.

**Statements of the kind mentioned in ss. 24EB(1) or 24EBA(1) or (4)**

16.2. To the extent that any native title may exist in the Surrender Area, the Corporation and the Applicants on behalf of the Kaurna People agree:

(a) to surrender any such native title to the State with the intention that it be extinguished.

16.3. Any surrender of Native Title pursuant to clause 16.2 will take place on the Registration Date and wholly extinguishes the surrendered Native Title.

17.1. For the purposes of section 24EBA of the NTA [Native Title Act 1993 (Cth)] and section 32B of the Native Title (South Australia) Act 1994 (SA), to the extent (if any) that the following acts or classes of acts which have been done in the Agreement Area before the Registration Date are invalid Future Acts because of the NTA, the Parties agree to their validity:

(a) the grant of freehold title;

(b) the dedication or reservation of any land;

(c) the proclamation of land as Reserve pursuant to the NPWA [National Parks and Wildlife Act 1972 (SA)];

(d) the creation of any public road; and

(e) the construction or establishment of any Public Work.

17.3. The Corporation and the Applicants surrender to the State all of their Native Title in any parcels of land that fall within clause 17.1(a).

17.4. Any surrender of Native Title pursuant to clause 17.3 will take place on the Registration Date and wholly extinguishes the surrendered Native Title.

19.2. For the purpose of section 24EB of the NTA the Parties consent, subject to compliance with the terms of this Agreement, to the State doing the acts or activities referred to in this Part 6 after the Registration Date.

19.4. The Parties agree that Subdivision P of Division 3 of Part 2 of the NTA (which deals with the Right to Negotiate) is not intended to apply to the acts or activities consented to under this Part 6.

22. For the purposes of section 24EB of the NTA, the Parties consent to Part 4 of this Agreement and any restriction, direction or prohibition imposed by the State in accordance with that Part to the extent (if any) that it is a Future Act.

23. Subject to compliance with the requirements of the Crown Land Management Act 2009 (SA), the Parties consent to Future Acts that are the grant of an easement under section 28 of that Act.

24.1. Subject to clause 18.1 above, the Parties consent to the doing by the State of, or to any approval given by the State for the doing of, all Future Acts after the Registration Date.

24.2. Subject to clause 24.3, where the Future Act is a Notifiable Act [defined in clause 25], the consent of the Kaurna People is conditional upon the State's compliance with the Notification Process.

24.3. Where the Future Act is one which could be done if, instead of being the Native Title Land the land was held as freehold, the Notification Process does not apply but the consent of the Kaurna People is conditional upon the Corporation being provided the same procedural rights as would be afforded to them if they instead held freehold title to the land.

24.4. For the avoidance of doubt, this clause does not apply to a Future Act that is consented to under another clause of this Agreement.

**Attachments to the entry**

[SI2018\\_004 Schedule 2 Map of Agreement Area.pdf](#)

[SI2018\\_004 Schedule 1, External Boundary Description.pdf](#)

COUNCIL

CHIEF EXECUTIVE OFFICER

CONSENSUS

18 DECEMBER 2018

4.2.2 CONSENSUS AGENDA – COMMUNICATION AND ENGAGEMENT OFFICER

4.2.2.1

COMMUNICATION AND ENGAGEMENT - QUARTERLY REPORT

B25 18/85277

This report provides a quarterly snapshot of Communication & Engagement Officer activity for Elected Member information:

- Annual Report
- Promotion
  - Council Elections
  - Garage Sale Trail - successful campaign with 42 individual garage sales
  - Drive My Future
  - Santos Tour Down Under
  - Australia Day Awards
  - Change Program (internal promotion)
- Community Engagement
  - Waste education
- Grant support
  - Regional Growth Fund
  - Building Better Regions Fund
- Video production
  - Angaston Railway Precinct

RECOMMENDATION:

That report 4.2.2.1 be received and noted.

COUNCIL

CORPORATE AND COMMUNITY SERVICES

CONSENSUS

18 DECEMBER 2018

4.3.2 CONSENSUS AGENDA – MANAGER COMMUNITY PROJECTS

4.3.2.1 STOCKWELL RECREATION PARK – MASTER PLAN CONSULTATION

At the Council meeting of 18 September 2018, Council resolved:

*MOVED Cr de Vries that Council*

*(1) Receives, notes and endorses the draft Stockwell Recreation Park Master Plan for community consultation in the next Council term; noting that the plan may be subject to future amendment and budget consideration as required.*

*(2) Endorses the Community Consultation Plan – Stockwell Recreation Park Master Plan to obtain feedback for a minimum 21 day period once the next Council is sworn in during November 2018, with a further report to Council in January 2019.*

*(3) Thanks the Stockwell Community Association Volunteer Group for its work on the ongoing development of the draft Plan.*

*Seconded Cr Lange                      CARRIED*

Experience from previous year's consultations during the Christmas / New Year period has showed the reduced number of respondents due to people on holidays.

It is therefore preferable to move the consultation to begin on 30 January and run until 1 March to allow for a Community pop-up session at the Angaston Show as well as other previous reported consultation activities.

RECOMMENDATION:

That report 4.3.2.1 be received and noted.



COUNCIL

CORPORATE AND COMMUNITY SERVICES

CONSENSUS

18 DECEMBER 2018

4.3.2 CONSENSUS AGENDA – MANAGER, TOURISM SERVICES

4.3.2.2 TOURISM BAROSSA INC – ANNUAL REPORT AND BUDGET

Following Tourism Barossa's AGM on 20 September 2018, Tourism Barossa have provided their 2017/18 Annual Report, 2018/19 Budget and 2018 - 2020 Strategic Plan.

Key highlights of the Annual Report include:

Destination Marketing Activities

- Barossa Visitor Guide
- Barossa Brand Extension
- International Markets and trade shows
- Destination Marketing Plan

Destination Development

- Member Communication
- Product development
- Member Training
- Retail Destination Development

Development of Festivals and Events

- 2017 Barossa Vintage Festival
- 2016 Barossa Gourmet Weekend
- 2017 Santos Tour Down Under
- 2017 Punkt zu Punkt

The following documents are attached for information.

- 2017/2018 Annual Report
- 2018/2019 Budget
- 2018 - 2020 Strategic Plan
- 2017/2018 Chair's Report
- 2017/2018 Regional Tourism Manager's Report

TBI will attend a Council Meeting in the New Year to provide a presentation to Council.

RECOMMENDATION:

That report 4.3.2.2 be received and noted.



# **TOURISM BAROSSA INCORPORATED**

Report to the  
Annual General Meeting  
20 September 2018



## TOURISM BAROSSA INCORPORATED Annual General Meeting Agenda

**Wanera Wine Bar, Angaston, Thursday 20 September, 2018**

**8.15am for 8.30am start  
Tea & Coffee provided**

#	Item	Presenter	Time
1	Welcome and Apologies	Chris Pfeiffer, Chair	8:30am
2	Confirmation of 2016/2017 AGM Minutes	Chris Pfeiffer, Chair	
3	Annual report of the Board for 2017/2018	Chris Pfeiffer, Chair	
4	Regional Tourism Manager report 2017/2018	Cathy Wills, Regional Tourism Manager	
5	Audited Financial report for 2017/2018	Chris Pfeiffer, Chair	
6	Appointment of Auditor for 2018/2019	Chris Pfeiffer, Chair	
7	Financial Budget for 2018/2019	Chris Pfeiffer, Chair	
8	Proposal to change name to Barossa Tourism & Events	Chris Pfeiffer, Chair	
9	Proposed changes to the TBI Constitution	Chris Pfeiffer, Chair	
10	Vote for 2018/2019 Board members	Jo Seabrook, Public Officer	
11	Guest Speaker: ' <i>Greater Entrepreneurship in Tourism business –growth from within</i> '	Professor Jean Alain Heraud	
12	Announcement of new Board members	Jo Seabrook	
13	Other Business	Chris Pfeiffer	
14	Close		

## **TOURISM BAROSSA BOARD 2017-18**

### **Industry Representatives:**

Arno Wine Co.	Ruby Stobart (TBI Vice Chair)
Barossa Valley Ballooning	Michael Ludlow
HWR Media & Communications	Tom Raggatt
Lindsay Wine Estate	Sharyn Bobridge
Whistler Wines	Chris Pfeiffer (TBI Chairperson)
Yalumba	Sally Johnson

### **Stakeholder organisations:**

Light Regional Council	Mayor Bill O'Brien
Light Regional Council	Kieren Chappell
The Barossa Council	David De Vries, Councillor
The Barossa Council	Joanne Seabrook, Manager Tourism Services (TBI Public Officer)

### **Board nominated organisations (specific expertise):**

Barossa Food Inc	Howard Duncan*, Artisans of Barossa
RDA Barossa, Gawler, Light, Adelaide Plains	Anne Moroney, CEO

*\*resigned from Barossa Food Inc board 3 June 2018*



**Tourism Barossa Inc**

**Tourism Barossa Inc  
Annual General Meeting - Minutes  
Wednesday 20 September 2017,  
Vine Inn Barossa, Nuriootpa**

Meeting opened 8.50am

**1. WELCOME & APOLOGIES**

**In attendance:**

Chris Pfeiffer  
Mayor Bill O'Brien  
David de Vries  
Carla Wiese-Smith  
Dallas Huxtable  
Tom Raggatt  
Sharyn Rogers  
Jim Carreker  
Ruby Stobart  
Sharyn Bobridge  
Jan Angas  
David Henderson  
Lesley-Anne Woodfield  
Howard Duncan  
Nicole Hodgson  
Michelle Petersen  
Anne Moroney  
Leanne Rose  
Sally Johnson  
Wendy Allan  
Ella Dansie  
Michael Ludlow  
Barbara Ludlow  
Kylie Mansfield  
James March  
Annabel Mugford  
Emma Clarke

Comprising 22 voting delegates and 5 attendees

**Apologies**

Julie Rawlings  
David Kalleske  
Nikki Hamdorf  
Christie Schulz  
Werner Gattermayr  
Skye Quin

Wendy Trotta  
Kathryn Isbel  
Kirsty Pryor  
Stephen Hoff  
Cynthia Koch  
Spence Thomson  
Damien Tscharke  
Annabel Elton-Martin  
Lee & Judi Prettejohn  
Ryan Waples  
Colin Currie  
Esther Barnett  
Sharon Bowles  
Tony Tscharke  
Kurtys Raymond  
Jo Seabrook

Comprising 18 apologies with proxy votes and 5 apologies

## **2. CONFIRMATION OF PREVIOUS MINUTES (Signature by Chair)**

MOVED: That the minutes of the 2016 AGM be accepted as true and correct record: David de Vries

SECONDED: Tom Raggatt

All in favour. CARRIED

## **3. CHAIR'S REPORT**

Tourism Barossa Chair Chris Pfeiffer presented the annual board report.

### **2016/17 Annual Board Report of Tourism Barossa Inc.**

#### **STAFF**

The Board acknowledges the experience and professionalism of all staff during this year of building visitations to our region and in developing relationships.

*Regional Tourism Manager*, Cathy Wills has now been in the role for more than four years and as such she is one of the State's most experienced managers. Cathy has been able to create opportunities in all of our markets – international, interstate and intrastate, working with Tourism Australia, the South Australian Tourism Commission as well as with the local associations and Councils.

Andrew Dundon is a very creative and capable person and has continued his role as *Business Development Manager, Festivals & Events* to create an exceptional Vintage Festival and Gourmet Weekend, as well as working with members to create and support numerous other individual events across the region.

Jess Greatwich is in her second year as *Project Officer – Membership and Marketing*. Through this role, Jess has actively engaged with both new and existing members offering marketing support and assisting the Tourism Barossa team in general capacity.

Taryn Wills was initially engaged as *Marketing Co-ordinator* to assist Andrew with the Barossa Vintage Festival and is continuing to be involved in a marketing role.

The efforts of the staff in achieving the Board's Strategic Plan have been very successful and we trust the membership and funding partners have been well rewarded.

## **BAROSSA VINTAGE FESTIVAL**

Handcrafted since 1947 was the label given to the 2017 Barossa Vintage Festival by Festival Director, Andrew Dundon as a way to celebrate the Festival's 70<sup>th</sup> anniversary.

Featuring 95 separate events, the Festival recorded 60,000 attendances with 20,000 people being actively involved in attending the numerous events. To top it off, the expenditure and economic benefit to the region was calculated at around \$9.5 million. Not a bad achievement for our small, but extremely talented, team.

While still not a provider of adequate revenue for Tourism Barossa, our members and the community at large will be grateful for the increase of tourism dollars. Thanks to our sponsors who committed \$90,000 and to The Barossa Council and all the volunteers who supported the parade and other community events. The sale of Vintage Festival raffle tickets, with first prize a Barossa Cellar, was also well supported with wine donations and through the purchase of tickets to raise in the vicinity of \$20,000.

## **BAROSSA GOURMET WEEKEND**

The 2016 Barossa Gourmet Weekend was repositioned to the first week of spring, with the addition of unique ticketed food and wine events alongside the traditional winery days. Congratulations to Andrew Dundon and the team at Tourism Barossa for another signature event, which delivered a modest surplus.

## **BUTCHER, BAKER, WINEMAKER TRAIL**

This product was updated and more members were able to benefit from the trail. The trail now includes nine wineries, nine food producers and a further 20 members offering VIP Vouchers to those purchasing the hampers, which continues to generate income to support the work of Tourism Barossa.

## **SHOP BAROSSA**

Following on from last year, 30 retail stores engaged in this promotion which acknowledges retail therapy as a major tourism attraction. All involved received increased in customer visitation and were grateful to Tourism Barossa and RDA Barossa for supporting the event.

## **RESOURCES**

This year the Barossa Visitor Guide was again designed and managed by HWR Media & Communications under the guidance of Tourism Barossa staff, rather than through the South

Australian Tourism Commission. We are thankful for a guide which looks both contemporary and fresh. Thanks to all who advertised. A review of the Guide will help determine future communication to visitors.

The sought-after Barossa Touring Map was again revised and produced by Tourism Barossa and the Barossa Grape & Wine Association.

### **SOUTH AUSTRALIAN REGIONAL VISITOR STRATEGY**

The Tourism Barossa board, Barossa stakeholders and a team from SATC met to discuss the Barossa's response to the SA Regional Visitor Strategy on 24 March.

### **ADMINISTRATIVE MATTERS**

Membership grew by another 30 members this year, reflecting the efforts of Jess Greatwich and this takes our membership up to 278. Training for members continues to be a priority via the skilled resources of supporting organisations such as RDA Barossa, the South Australian Tourism Commission and the South Australian Tourism Industry Council.

In conjunction with members of the Barossa Partnership (Barossa Grape & Wine, Barossa Food, RDA Barossa, Light Regional Council, Barossa Council) we have been able to gain funding of \$100,000 from the South Australia Government matched by \$25,000 of in-kind support and \$25,000 in cash from both The Barossa Council and Light Regional Council to assist in developing a marketing approach across organisations.

Our regular meetings of the Barossa Partnership ensures that managers and boards are kept abreast of activities within the Barossa. The new Barossa Brand is currently under discussion with the Barossa Regional Events Strategy tabled for future discussion.

### **THANKS**

In addition to the innovative team at Tourism Barossa Inc, and our funding partners – The South Australian Tourism Commission, The Barossa Council and Light Regional Council - I would like to thank the following Board members who gave of their time and expertise throughout the year:

#### *Industry Representatives*

Ruby Stobart – The Louise and Appellation (Board Vice - Chair)  
Michael Ludlow – Barossa Valley Ballooning  
Sally Johnson – Artisans of Barossa/Yalumba Wines  
Tom Raggatt – HWR Media & Communications  
Steve Lindner – Yalumba Wines (Resigned in February)

#### *Stakeholder Representatives*

Mayor Bill O'Brien - Light Regional Council  
Cr David de Vries – The Barossa Council  
Jo Seabrook – The Barossa Council



*Barossa Association Representatives*

Jan Angas – Barossa Food  
Anne Moroney – RDA Barossa

Respectfully submitted by

**Chris Pfeiffer**

Chair, Tourism Barossa Inc.

September 2017

MOVED: David de Vries, that the Chair's Report be accepted.

SECONDED: Mayor Bill O'Brien

All in favour to receive report. CARRIED.

#### **4. REGIONAL TOURISM MANAGER'S REPORT**

Cathy Wills, Tourism Barossa Regional Tourism Manager presented her report.

##### **2016/17 Regional Manager's Report**

##### **Tourism Barossa Team**

##### **Staff:**

Regional Tourism Manager – Cathy Wills  
Business Development Manager, Festivals & Events – Andrew Dundon  
Project Officer, Membership & Marketing - Jess Greatwich  
Barossa Vintage Festival Marketing & PR / Membership – Taryn Wills

##### **Contract Professional Services:**

Accounts Officer – Sue Mader  
Accounts Officer – Sally McCarthy

2016/2017 was a time of significant output for the team at Tourism Barossa. In reviewing this year, I would like to acknowledge all of the partners and stakeholders who together continue to strive to position the Barossa as a global wine and food region, and a destination of choice for both domestic and international travellers.

Tourism Barossa continues to enjoy the support of our growing membership base, with a diverse range of member businesses who continue to contribute to Brand Barossa through the development of innovative tourism product. Tourism Barossa benefits from the commitment and expertise of its board members, and the contribution of their perspective and industry insight. Our partnerships with key stakeholders South Australian Tourism Commission, The Barossa Council and Light Regional Council continue to provide essential funding, and strategic connections within local and state government. The Barossa Visitor Centre and its team merit a special mention and a sincere thank you, for their close working relationship with Tourism Barossa and providing outstanding services to visitors to our region.

My colleagues at Tourism Barossa are, to a person, passionate about the Barossa, and committed to investing their considerable expertise to assisting the development of the tourism

industry within our region. It is a privilege to partner together with them in serving our member businesses and broader community.

Jess Greatwich offered excellent support this year to Tourism Barossa members, providing assistance in leveraging the marketing opportunities available in the online sphere, and orientating new members within the local tourism industry. She was a key contributor in writing editorial for the revised Barossa Visitor Guide. Jess was absent during the latter part of the financial year for a period of parental leave, and we were thrilled to hear of the arrival of son Charlie.

Andrew Dundon's primary focus this year was the delivery of the outstanding 2017 Barossa Vintage Festival, as well as the re-development and delivery of the 2016 Barossa Gourmet Weekend. Andrew has built a depth within the Barossa's event landscape – inspiring high levels of event creativity and professionalism. He has continued to interface with external promoters and local venues, encouraging the development of a greater number of Barossa-based events.

Taryn Wills commenced a 10-month contract with Tourism Barossa, providing excellent PR and Marketing support for the Barossa Vintage Festival, as well taking on Project Officer duties during Jess' Parental Leave. Her breadth of skills in strategic communication, graphic design and PR have added a fantastic dimension to Tourism Barossa.

Each Tourism Barossa team member has a role to support our members, and I encourage all members to access the broad expertise that is now available.

Tourism Barossa farewelled Sue Mader from her position as Accounts Officer after several decades of support to our organisation, with Sally McCarthy commencing in the role. I would like to acknowledge the extraordinary commitment Sue demonstrated to Tourism Barossa over many years.

Tourism Barossa was also supported by two interns throughout the year, with Kelsey Reilly and Kirsty Churcher volunteering their skills to assist with the Barossa Vintage Festival and other TBI projects.

## **Destination Marketing**

**Barossa Visitor Guide:** A sincere thank you to the team at HWR who provided excellent support throughout the re-design of the 2017 Barossa Visitor Guide, with the beautiful new format being warmly received.

**Brand Barossa extension:** Barossa Grape & Wine Association led a brand extension exercise on behalf of BGWA / TBI / Barossa Food. This has been an excellent process, resulting in revised brand guidelines which were finalised in late June.

**International Markets:** Tourism Barossa represented the region at three international trade shows this year, and two key Business Event expos.

18 – 20 Aug 2016, India Travel Mission, Chennai, INDIA

9 Nov 2016, Pacific Area Incentives & Conference Expo, Auckland, NZ

21 – 22 February 2017, Asia-Pacific Incentives and Meetings Expo, Melbourne, AUST

1 – 3 March 2017, Australian Marketplace, Los Angeles, USA

14 – 18 May 2017, Australian Tourism Exchange (ATE), Sydney, AUST

## Destination Development

**Member Communication:** The TBI weekly e-news continues to be a key vehicle to communicate important industry opportunities and information to TBI members. Member networking events continued to be well supported, offering an informal opportunity for tourism operators to connect with industry peers.

**Member Training:** South Australian Tourism Commission presented two extremely well attended workshops in region during the past year:

Understanding China workshop presented by Richard Beere (Thursday 20 October)  
Online Travel Agency roadshow Tuesday 20 June.

RDA Barossa and SATIC have also produced a broad training calendar providing excellent training support to local businesses.

**Retail Destination Development:** TBI and RDA Barossa supported a second Shop Barossa – A Taste of Christmas activation in December 2016, and Shop Barossa Tasting Trail during Barossa Vintage Festival., to further develop the Barossa as a retail destination. support for the development of the Barossa as a retail destination.

## Development of Barossa Festivals & Events

The Barossa Vintage Festival and Barossa Gourmet Weekend are both currently auspiced by Tourism Barossa and are key catalysts in driving visitation to our region.

### September 2016

#### Barossa Gourmet Weekend

Andrew Dundon and the Barossa Gourmet Weekend committee delivered a re-positioned Barossa Gourmet Weekend. Key changes included re-branding, re-scheduling to the first weekend in spring and augmenting the traditional winery days with unique ticketed events. The event attracted significant numbers of attendees and realised a modest surplus.

### January 2017

#### Stage 1 Santos Tour Down Under

Andrew Dundon supported The Barossa Council's initiative with Tour Down Under, working with numerous local community groups in the Southern Barossa to assist with a second highly successful delivery of the Stage 1 of Tour Down activation.

### April 2017

#### Barossa Vintage Festival

The 2017 Barossa Vintage festival was an extraordinary success, with a diverse programme reflecting the Barossa's cultural heritage. Sincere thanks to Andrew and the committee BVF Budget for this outstanding effort. Managing the Barossa Vintage Festival budget remains extremely challenging, and it is essential to find new funding models and a new festival model to ensure the long term sustainability of this important community event.

### April 2017

#### Punkt zu Punkt:

This 33km trail run through the Eden Valley was trialled by Tourism Barossa as a Brand Barossa activation to broaden the region's visitation demographic. The run ended at the final

vintage festival event Feast, Folk and Fossick at Lyndoch Village Green.

### Where to from here?

With the conclusion of the Barossa. Be Consumed campaign, it has become evident that the Barossa will need to develop a greater marketing presence, to continue to drive visitation. Tourism Barossa's priorities for the coming twelve months are articulated in the 2017-18 Strategic Plan, with highlights including:

**Destination Marketing plan:** The TBI team is currently developing a comprehensive Destination Marketing plan, incorporating social media, brand activations, campaigns and PR & media strategies to provide strategic directions for the next twelve months.

**Marketing personnel:** to assist with delivering the Destination Marketing plan, Taryn Wills has been offered an extension of her contract, and has accepted a 2 day position with Tourism Barossa in Marketing & PR.

**Barossa Gourmet Seasons programme:** TBI has been successful in a grant application via the Building Better Regions funding, to extend the Barossa Gourmet brand to include three additional quarterly food and wine events (in summer, autumn and winter).

**Barossa Business Events strategy:** Tourism Barossa will invite members to contribute to a regional collaborative marketing campaign to position the Barossa in front of the high yield Business Events market.

In closing, I am sad to share the news that Andrew Dundon has tendered his resignation and has accepted the role of Producer for the Adelaide Guitar Festival. Tourism Barossa is indebted to Andrew for the investment of his creativity and innovation, and for inspiring a new standard of professionalism in events across our region. This is a great loss to our team – both professionally and personally – but we are so excited for Andrew and this excellent career opportunity.

Thank you.

Cathy Wills

Regional Tourism Manager

20 September 2017

## 5. FINANCIAL REPORT

TBI Auditor's report: copy provided to attendees

MOVED: David Henderson, that the TBI Auditor's Report as distributed and presented in the TBI Annual Report be accepted.

SECONDED: Jan Angas

Noting the Auditor was supportive and happy that the presentation of the organisation's financials. Small surplus returned.

All in favour. CARRIED.



## **6. APPOINTMENT OF AUDITOR**

MOVED: to appoint GW: Anne Moroney

SECONDED: Tom Raggatt

All in favour: CARRIED

## **7. PRESENTATION OF STRATEGIC PLAN 2017/2018**

A sincere thank you was given to Tom Raggatt and his team at HWR Media and Communications for the contribution in delivering such a professional document.

MOVED: David de Vries, to receive the 2017/2018 Strategic Plan.

SECONDED: Sally Johnson

All in favour to receive the Strategic Plan: CARRIED

## **8. PRESENTATION OF 2017/2018 BUDGET**

The 2017/2018 forward budget is against the Strategic Plan and reflects a slight loss.

MOVED: Jan Angas, to receive the 2017/2018 Budget

SECONDED: David de Vries

All in favour of receiving the 2017/2018 Budget: CARRIED

## **9. PRESENTATION OF BAROSSA BRAND**

A presentation on the new Barossa Brand guidelines was presented by Annabel Mugford, Barossa Grape & Wine Association.

## **10. PROPOSAL FOR NAME CHANGE**

Presentation of Proposal for Name Change as per attached document 'Proposed Changes to TBI Constitution for AGM 20 September 2017' which was circulated to members prior to AGM and tabled again at AGM.

MOVED: Mayor Bill O'Brien, that the proposal for a change of name from Tourism Barossa Incorporated to Barossa Tourism Incorporated be accepted.

SECONDED: Jim Carreker

All in favour of the proposed name change: CARRIED

## **11. PROPOSED CHANGES TO TBI CONSTITUTION**

Presentation of Proposed Changes to TBI Constitution as per attached document 'Proposed Changes to TBI Constitution for AGM 20 September 2017' which was circulated to members prior to AGM and tabled again at AGM.

MOVED: Jim Carreker, that the proposed changes to the TBI Constitution as per the attached document 'Proposed Changes to TBI Constitution for AGM 20 September 2017' be accepted, with a minor amendment to 5.1.2 and 5.1.3 to reflect that Eden Valley and Barossa Valley be correctly referenced as 'regions' rather than 'zones' of the Barossa GI.

SECONDED: Jan Angas

All in favour of the proposed Constitutional Changes: CARRIED

## 12. ELECTION OF BOARD MEMBERS

No election of board members was required, as the number of nominations equalled the number of positions available. The following board members for a two year term to the AGM 2019 were announced to the meeting.

### **Stakeholder organisations: (nominated for 2-year term to AGM 2019)**

Light Regional Council	Mayor Bill O'Brien
Light Regional Council	Kieren Chappell, General Manager Economic Development
The Barossa Council	David De Vries, Councillor
The Barossa Council	Joanne Seabrook, Manager Tourism Services

### **Board nominated Organisations: (nominated for 2-year term to AGM 2019)**

Barossa Food Inc	Howard Duncan, Artisans of Barossa
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### **Industry Representatives: (nominated for 2-year term to AGM 2019)**

Arno Wine Co	Ruby Stobart, Owner
Barossa Valley Ballooning	Michael Ludlow, Owner
HWR Media & Communications	Tom Raggatt, CEO
Lindsay Wine Estates	Sharyn Bobridge, Sales Manager
Yalumba	Sally Johnson, Wine Room & Events Manager

*NOTE: Board members currently serving existing 2-year term until 2018 AGM:*

### **Board nominated Organisations:**

RDA Barossa	Anne Moroney, CEO
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### **Industry Representatives:**

Whistler Wines	Chris Pfeiffer
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## 13. MEETING CLOSE The meeting was declared closed at 9.45am

.....  
Chair

.....  
Date

## **NOMINEES FOR 2018-2019 TOURISM BAROSSA INC BOARD**

### **Industry Representatives: (nominated for 2-year term to AGM 2020)**

Jacob's Creek                      Lisa Anderson

Whistler Wines                      Chris Pfeiffer

**Tourism Barossa Incorporated**  
 PO BOX 420  
 Tanunda SA 5352  
**July 2018 To June 2019**

<b>TOURISM BAROSSA</b>	<b>2018-2019</b>
<b>TOURISM BAROSSA INCOME</b>	
<b>SA Tourism Commission Funding</b>	
SATC Administration	\$46,818.00
Specific Allocation Funding	\$20,000.00
<b>Local Government Funding</b>	
Barossa Council Funding	\$41,080.00
Light Regional Council Funding	\$38,500.00
<b>Other Contributions</b>	
Grants	\$29,500.00
<b>Events Income</b>	
Event Admin Contribution Barossa Gourmet Weekend	\$10,000.00
Event Admin Contribution Barossa Vintage Festival	\$10,000.00
Bus Dev Mgr Contribution Barossa Gourmet	\$0.00
Events Contribution to PR	\$12,000.00
<b>Interest</b>	
Interest on Deposits	\$250.00
<b>TBI Membership Income</b>	
TBI Membership Fees	\$111,000.00
TBI/BFood Joint Membership	\$1,700.00
<b>Butcher Baker Winemaker Trail</b>	
Sales - Merchandise (BBWT hampers)	\$16,000.00
BBWT Participation fee	\$2,500.00
<b>Other Income</b>	
Advertising	\$0.00
Barossa Business Events Participation	\$0.00
Int Trade Event Participation	\$3,000.00
Int Trade Event Subsidy	\$0.00
Booking Commission	\$2,400.00
Sales - Sundry	\$0.00
Sales - TBI Barossa Glasses	\$2,500.00
<b>Total INCOME</b>	<b>\$347,248.00</b>
<b>TOURISM BAROSSA EXPENSES</b>	
<b>Cost Of Sales</b>	
Cost of Goods (BBWT)	\$6,400.00
<b>Employee Expenses</b>	
Staff Wages including PAYG tax	\$165,000.00
Staff Telephone/ Mileage	\$3,400.00
Superannuation	\$16,500.00
WorkCover	\$3,700.00
<b>Operating Expenses</b>	
Professional Services	\$23,000.00
Audit	\$3,300.00
Bank Fees / Govt Fees	\$100.00
WestPac Merchant Fees	\$300.00
Insurance	\$3,500.00
Advertising - AGM	\$600.00
Rent & associated share costs	\$10,300.00
Security	\$400.00
Telephone Software Ancillaries	\$4,250.00
Postage / Freight	\$400.00



Stationery	\$2,700.00
TBI Glasses / GoVino	\$0.00
IT Support/Expenses/Equip	\$4,000.00
Internet	\$1,000.00
Staff Amenities	\$300.00
Staff Training	\$1,500.00
Member Networking/Training	\$600.00
Meeting Expenses	\$2,400.00
Memberships/Subscript/Licenses	\$1,500.00
Barossa Food/TBI Joint Member	\$1,700.00
Barossa Food TBI Subsidy to BF	\$0.00
Gifts	\$800.00
<b>Travel - Domestic</b>	
Taxis & Parking	\$100.00
<b>Subtotal Operating Expenses</b>	<b>\$257,750.00</b>
<b>Marketing Expenses</b>	
Consumer Marketing	\$7,500.00
Advertising	\$1,000.00
Online Marketing (FB etc)	\$2,000.00
Photoshoot / Visual Library	\$11,000.00
<b>Dom Trade &amp; Consumer Events</b>	
Consumer and trade shows domestic	\$5,000.00
Barossa Business Events	\$0.00
<b>Int Consumer &amp; Trade Event</b>	
Int Trade Event Expenses	\$23,900.00
<b>Media and PR</b>	
Gifts & PR	\$500.00
Media Famils	\$1,000.00
<b>Publications / Brochures</b>	
BBWT	\$2,500.00
Touring Map	\$7,000.00
<b>Famils &amp; Tourism Events</b>	
Event Collaborative Projects	\$7,000.00
Trade Famils	\$2,000.00
<b>Website</b>	
Website Development	\$6,000.00
Website Shared	\$4,000.00
<b>Other Marketing Expenses</b>	
Training for TBI Members	\$8,000.00
<b>Subtotal Marketing Expenses</b>	<b>\$88,400.00</b>
<b>Total EXPENSES</b>	<b>\$346,150.00</b>
<b>Net TOURISM BAROSSA SURPLUS/(LOSS)</b>	<b>\$1,098.00</b>

<b>BAROSSA GOURMET WEEKEND 2018</b>		
<b>BAROSSA GOURMET WEEKEND INCOME</b>		
Grants		\$10,000.00
Sales		\$65,000.00
	<b>Subtotal BGW Income</b>	<b>\$75,000.00</b>
<b>BAROSSA GOURMET WEEKEND EXPENSES</b>		
Marketing		\$25,000.00
Administration		\$35,000.00
Cost of Sales		\$15,000.00
	<b>Subtotal BGW Expenses</b>	<b>\$75,000.00</b>
<b>Net BAROSSA GOURMET WEEKEND SURPLUS / LOSS</b>		<b>\$0.00</b>

<b>BAROSSA VINTAGE FESTIVAL 2019</b>		
<b>BAROSSA VINTAGE FESTIVAL INCOME</b>		
Sponsorship		\$75,000.00
Grants		\$20,000.00
Sales		\$35,000.00
Events		\$23,000.00
	<b>Subtotal BVF Income</b>	<b>\$153,000.00</b>
<b>BAROSSA VINTAGE FESTIVAL EXPENSES</b>		
Marketing		\$50,000.00
Advertising		\$9,000.00
Administration		\$71,000.00
Events		\$23,000.00
	<b>Subtotal BGW Expenses</b>	<b>\$153,000.00</b>
<b>Net BAROSSA VINTAGE FESTIVAL SURPLUS / LOSS</b>		<b>\$0.00</b>



2018  
2020

# Strategic Plan

TOURISM  
BAROSSA



[barossa.com](http://barossa.com)



[barossa.com](http://barossa.com)





# INTRO

## from the Chair

*“Tourism Barossa’s 2018–2020 Strategic Plan sets out clear strategies to leverage our destination assets and provide greater opportunities for destination marketing growth in a unified brand approach.”*

**Chris Pfeiffer, Chair**

Tourism is one of the key economic drivers for the Barossa and surrounding areas and for those who are fortunate to live and work in this extraordinary community.

Tourism Barossa’s 2018–2020 Strategic Plan sets out clear strategies to leverage our destination assets and provide greater opportunities for destination marketing growth in a unified brand approach.

Tourism Barossa is indebted to the South Australian Tourism Commission, The Barossa Council and Light Regional Council for their ongoing financial partnership. This support, along with member contributions, assists in providing tourism marketing assistance and training for local businesses, so that visitation is increased and expanded, making us a more prosperous and friendly community.

**Chris Pfeiffer, Chair**  
– Tourism Barossa Inc



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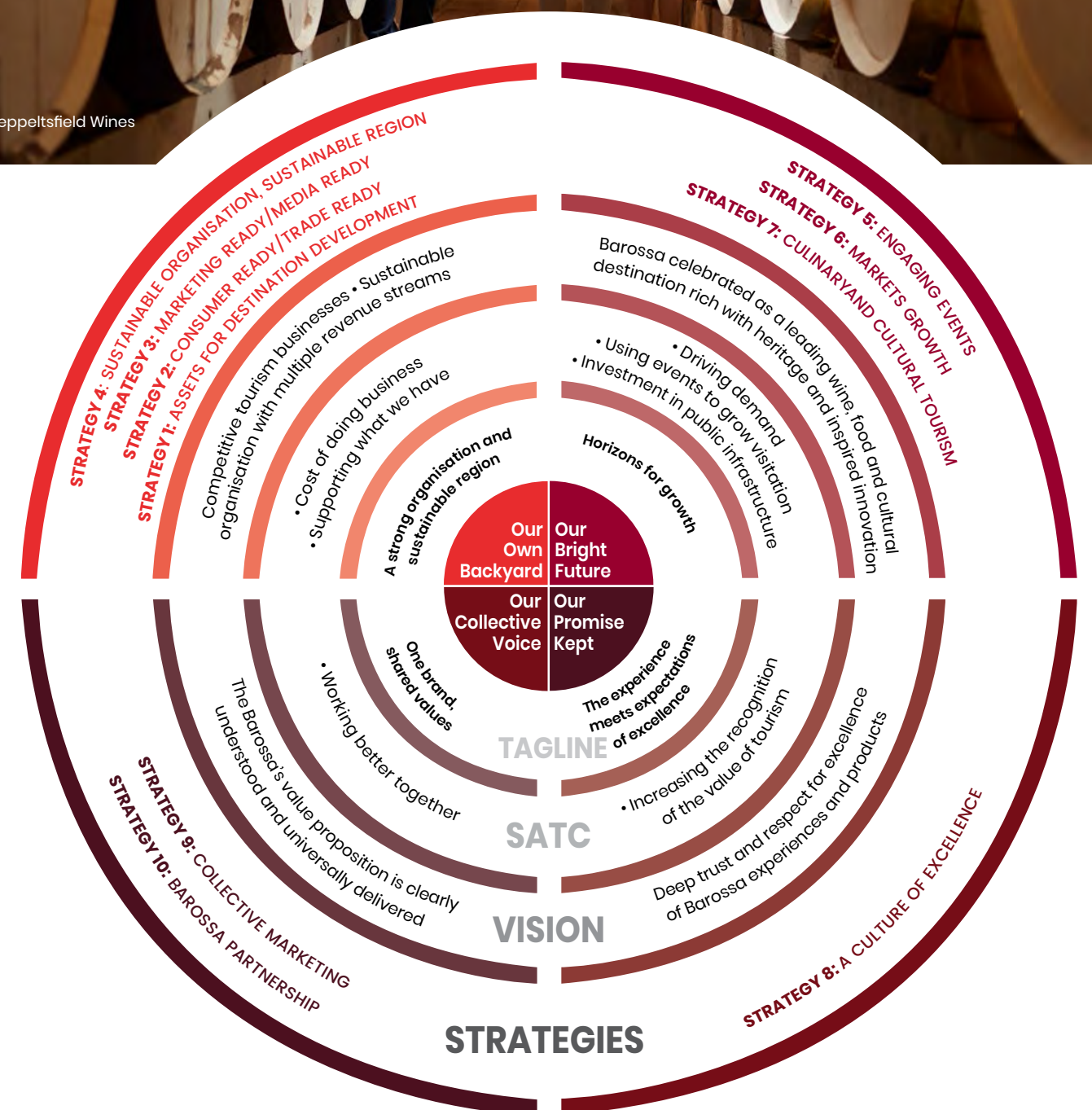
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The Louise, Marananga

## SECTION 01: Our Four Pillars

Seppeltsfield Wines





# SECTION 01: The current situation

Henschke - Mount Edelstone Vineyard

## VISITOR SPEND

\$190 million

## EMPLOYMENT IN REGION

500 direct + 300 indirect =  
800 jobs

1 in 32 jobs supported by  
the tourism industry

## POTENTIAL

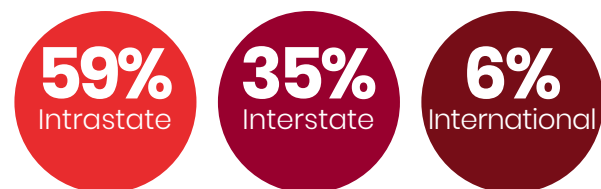


Sources: International Visitor Survey, National Visitor Survey, Tourism Research Australia December 2017, Survey of Tourist Accommodation 2015-2016, Australian Bureau of Statistics, Regional Tourism Satellite Accounts 2015-16; Deloitte/SATC

## VISITOR SPEND

	VISITS	EXPENDITURE
Day Trips	828,000	\$82m
Overnight	209,000	\$108m
OVERNIGHT SPLIT		
International	12,000	\$13m
Interstate	73,000	\$48m
Intrastate	124,000	\$47m

## OVERNIGHT VISITS



“ A main priority for driving future growth to the Barossa is to increase overnight visitation from interstate and overseas markets. While our region receives four day-trip visitors for every overnight visitor, overnight visitors deliver over two thirds of total spend. ”



Fino, Seppeltsfield



## SECTION 02: Strategies

# PILLAR 01

## Our own Backyard

### STRATEGY 1: Assets for Destination Development

*Embrace the underlying range of **assets** identified in the Regional Tourism Strategy as Barossa tourism product and assist members to leverage them in **Destination Development**.*

Barossa tourism assets include wine, food, agri-tourism, events, the arts, sports, recreation, education and the natural and built environment, each of which have industry development and/or representative bodies. Specialty retail also presents an opportunity for experience development. Close liaison and connection with the representative bodies of these industries, main street and township bodies, as well as a broadly-based tourism membership, is critical for maximising opportunity for those engaged in the visitor economy.

### STRATEGY 2: Consumer Ready / Trade Ready

*Support the development of a broad portfolio of **appealing, trade-ready, commissionable** product.*

Developing relevant, engaging trade strategies is crucial to positioning Barossa as an international tourist destination and to gaining successful market share of visitor nights from competitors. Tourism Barossa aims to understand its competitors (including other Australian and South Australian wine regions) as well as other types of holidays and destinations (sports, aquatic, wildlife, golf, shopping, Australian heroes – rock, reef, harbour bridge) and offer the trade distribution channels a healthy portfolio of trade-ready commissionable products. Development of these products, leverage of appropriate travel sectors and markets, along with the promotion of marketable commissionable product is key to successful market share. The

aim is to populate the travel trade landscape to ensure Barossa has market share of visitors to increase stay nights & dispersal.

### STRATEGY 3: Marketing Ready / Media Ready

*Engage **partners and key media** via stories, itineraries and familiarisations.*

It's beyond the realm of the Barossa to tell our stories to the world, there is a bigger voice collectively. Tourism Barossa aims to engage key media with great stories and experiences unique to this part of Australia. By leveraging and supporting campaigns by Tourism Australia, South Australia Tourism Commission and the Barossa Partnership, as well as major events (Tasting Australia, The Ashes etc), the amplification of the many Barossa stories via media platforms will be extremely powerful.

Engaging partners to deliver these messages via stories, itineraries and familiarisations in a tactical (seasonal, opportunistic) and strategic (big picture and responsive) plan is both sustainable and practical. Additionally, well planned trade/media familiarisations can have positive flow on effects for destination Barossa. Tourism Barossa aims to engage partners to support familiarisations which are appropriate to clientele/readership in order to be a step ahead of competitors.

### STRATEGY 4: Sustainable Organisation, Sustainable Region

*Strengthen Tourism Barossa as a **sustainable and effective industry body** for tourism operators and the wider visitor economy.*

Tourism Barossa is a membership based organisation which receives financial support and expertise from South Australian Tourism Commission, The Barossa Council and Light Regional Council.

Tourism Barossa's ability to support its membership and connect them with markets and opportunities is dependent on this support which supplements the significant resources contributed by members through membership subscriptions. Accordingly, providing value to members will ensure Tourism Barossa has sufficient resources to undertake the activities required to meet member expectations and support the sector. Organisational sustainability will be assisted by developing revenue positive events and new income positive initiatives.



St Hugo – Courtyard Grill,  
Rowland Flat

# PILLAR 02

## Our Bright Future

### STRATEGY 5: Engaging Events

*Continue and deepen the focus on **events** to grow visitation, reinforce Barossa brand values and promote the region.*

Events are an important driver of visitation and engagement, they encourage visitors to stay longer and spend more. Events are reflective of the community and bring the locals "out to play". Events have a strong role in connecting and engaging tourists with the local community. They make a statement about who and what the region is (and therefore in their design must be conscious of brand and brand values). Events showcase local wine, food and venues. They offer experiences on a relevant scale and can be timed to maximise otherwise slow seasons for tourism business. A rich events calendar, well supported, grows the tourism economy in value and diversity.

### STRATEGY 6: Markets Growth

*Identify **Strategic Markets for growth** and target marketing and collaboration initiatives to grow a presence and reputation in those markets.*

Wine is the economic base of the region and making the connection between priority wine markets and tourism supports the destination

marketing and product loyalty, leading to increased sales in trade and exports. Whilst domestic markets remain a dominant source of Barossa visitation, international visitors stay longer, spend more and are therefore worth attracting.

### STRATEGY 7: Culinary and Cultural Tourism

*Develop the **Culinary and Cultural Tourism** potential of the region with emphasis on the Barossa's unique heritage legacy, authenticity and excellence in product and service. Collaborate with strategic partners to realise that potential.*

The significant "Barossa Be Consumed" campaign has paved the way for substantial growth in Culinary Tourism defined to include wine, food, the arts, culture as well as the heritage of our region. Culinary Tourism represents the biggest present opportunity for Barossa tourism, always embracing the possibility of linking culinary tourism with the other tourism assets identified.





Seppeltsfield Vineyard Cottage, Seppeltsfield

## PILLAR 03

### Our Promise Kept

#### STRATEGY 8: A culture of excellence

Work with the **language of excellence** and deliver **consumer centric excellence** in standards of product and service

A global wine and food destination, the Barossa's quest for quality and excellence is evidenced in the products and services offered throughout the region. Barossa offers rare, hand crafted wines, produces authentic regional food sourced from local farmers and provides award winning accommodation experiences.

The Barossa Trust Mark recognises and celebrates excellence in food, wine and tourism offerings across the Barossa region. It is a sign of authenticity; the mark of a genuine Barossa product or experience. Supporting businesses in pursuit of excellence is key in delivering on the promise of brand Barossa.

## PILLAR 04

### Our Collective Voice

#### STRATEGY 9: Collective Marketing

*In collaboration with strategic partners, establish and activate a **destination marketing plan** with a sound media and communications strategy.*

The South Australian Tourism Commission takes the lead in interstate and intrastate marketing campaigns for regions and experiences while Tourism Australia assumes responsibility for international marketing of Australia and its experiences. Digital technologies have made feasible a substantive contribution by regional organisations, to state, national and international marketing. There is therefore an opportunity and imperative for a locally initiated media and marketing strategy, engaging low cost and professionally produced marketing material. Partner initiatives and promotional channels offer further opportunity.

#### STRATEGY 10: Barossa Partnership

*Invest strongly in the **Barossa Partnership** (Wine, Food, Tourism, Arts & Local Government cluster) to deliver a best in class tourism region with a shared vision and common guiding principles.*

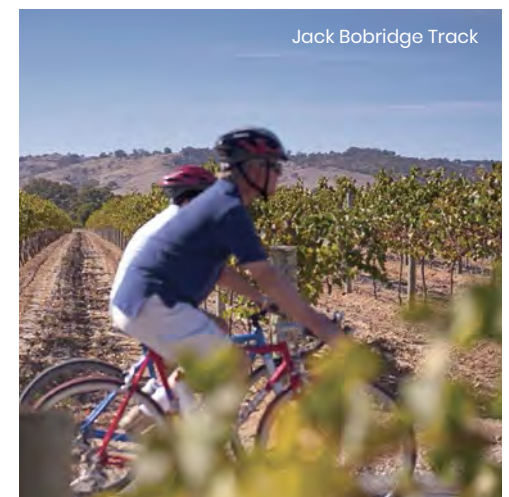
Tourism as a derivative industry, with many faces, requires a coordinated partnership approach to deliver excellence at all levels and capitalise on assets. Tourism Barossa recognises that commitment to the regional Wine, Food, Tourism, Arts and Local Government cluster will enhance outcomes for all sectors. Tourism Barossa has been working with the Barossa Grape and Wine Association, Barossa Food, Barossa Arts Council, The Barossa Council and Light Regional Council, facilitated by RDA Barossa, to develop a common agenda. This work is critical to collaboration, innovation and sustainability.



Novotel Barossa Valley Resort, Rowland Flat



Barossa Helicopters, Lyndoch



Jack Bobridge Track



## SECTION 03: Operational Priorities

# PILLAR 01

## Our own Backyard

### STRATEGY 1: Assets for Destination Development

Embrace the underlying range of **assets** identified in the Regional Tourism Strategy as Barossa tourism product and assist members to leverage them in **Destination Development**

Barossa tourism assets include wine, food, agri-tourism, events, the arts, sports, recreation, education and the natural and built environment, each of which have industry development and/or representative bodies. Specialty retail also presents an opportunity for experience development. Close liaison and connection with the representative bodies of these industries, main street and township bodies, as well as a broadly-based tourism membership, is critical for maximising opportunity for those engaged in the visitor economy.

- 1.1** Maximise the Barossa's appeal by nurturing the development of broader product and visitor experiences, encouraging tourism businesses to leverage the Barossa's assets, including heritage, nature, cycling infrastructure, towns and main streets and event infrastructure.
- 1.2** In partnership with Light Regional Council provide product development support to existing hero experiences and emerging product offerings.
- 1.3** Strategic focus on cycling and recreational tourism including product development and marketing of existing assets.

Tolly Reserve, Nuriootpa



### STRATEGY 2: Consumer Ready / Trade Ready

Support the development of a broad portfolio of **appealing, trade-ready, commissionable product**.

Developing relevant, engaging trade strategies is crucial to positioning Barossa as an international tourist destination and to gaining successful market share of visitor nights from competitors. Tourism Barossa aims to understand its competitors (including other Australian and South Australian wine regions) as well as other types of holidays and destinations (sports, aquatic, wildlife, golf, shopping, Australian heroes – rock, reef, harbour bridge) and offer the trade distribution channels a healthy portfolio of trade-ready commissionable products. Development of these products, leverage of appropriate travel sectors and markets, along with the promotion of marketable commissionable product



is key to successful market share. The aim is to populate the travel trade landscape to ensure Barossa has market share of visitors to increase nights and dispersal.

#### Consumer Ready

- 2.1** Identify skills and knowledge gaps within the Barossa tourism sector and facilitate an annual calendar of appropriate training.
- 2.2** In collaboration with the South Australian Tourism Commission Destination Development team, support operators to access the tourism distribution channels.

#### Trade Ready

- 2.3** Create a simple Trade-Ready guide to direct operators to key resources available to assist them in preparing for and accessing both domestic and international tourism distribution channels.

- 2.4** In partnership with SATC's destination development team, provide support to operators to increase the development of new commissionable tourism product, and assist operators with the conversion of existing products to commissionable products.
- 2.5** Revise and update the existing portfolio of themed, trade-ready Barossa itineraries targeted to key international markets, in preparation for presentation to trade buyers and Tourism Australia and South Australia Tourism Commission trade familiarisation teams.





Murray Street Vineyards,  
Greenock

### STRATEGY 3: Marketing Ready / Media Ready

*Engage **partners and key media** via stories, itineraries and familiarisations.*

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and strategic (big picture and responsive) plan is both sustainable and practical. Additionally, well planned trade/media familiarisations can have positive knock on effects for destination Barossa. Tourism Barossa aims to engage partners to support familiarisations which are appropriate to clientele/readership to be a step ahead of competitors.

#### Marketing Ready

- 3.1** Annual refresh of the 'TBI Marketing Essentials' toolkit and distribution to all financial members with offer of individual coaching and support.
- 3.2** Create Suggested Itinerary content for syndication via Barossa.com, MyBarossa social channels and media, trade and consumer EDMs.

#### Media Ready

- 3.3** Produce Barossa Stories as a monthly tourism news update for media, trade and South Australian Tourism Commission / Tourism Australia key international teams and domestic PR teams.
- 3.4** Provide new product updates and insider recommendations to the TA and SATC media familiarisation teams for consideration for media famil itineraries.

### STRATEGY 4: Sustainable Organisation, Sustainable Region

*Strengthen Tourism Barossa as a **sustainable and effective industry body** for tourism operators and the wider visitor economy*

Tourism Barossa is a membership-based organisation which receives financial support and expertise from South Australian Tourism Commission, The Barossa Council and Light Regional Council. Tourism Barossa's ability to support its membership and connect them with markets and opportunities is dependent on this support which supplements the significant resources contributed by members

though membership subscriptions. Accordingly, providing value to members will ensure Tourism Barossa has sufficient resources to undertake the activities required to meet member expectations and support the sector. Organisation sustainability will be assisted by developing revenue positive events and new income positive initiatives.

- 4.1** Continue to grow the Tourism Barossa membership base both within traditional tourism and specialist sectors including event suppliers, retail, arts, culture & heritage.

- 4.2** Create a 'Member Resources' online repository on Barossa.com to facilitate ease of access for members to the broad range of resources developed by the Tourism Barossa team.
- 4.3** Conduct annual members' survey to identify key priorities across TBI membership base.
- 4.4** Identify additional funding sources for Tourism Barossa and its projects from government and private sectors.
- 4.5** Liaise with town-based organisations to assist with capacity building as identified.



# PILLAR 02

## Our Bright Future

### STRATEGY 5: Engaging Events

*Continue and deepen the focus on events to grow visitation, reinforce Barossa brand values and promote the region.*

Events are an important driver of visitation and engagement, they encourage visitors to stay longer and spend more. Events are reflective of the community and bring the locals "out to play". Events have a strong role in connecting and engaging tourists with the local community. They make a statement about who and what the region is (and therefore in their design must be conscious of brand and brand values). Events showcase

local wine, food and venues. They offer experiences on a relevant scale and can be timed to maximise otherwise slow seasons for tourism business. A rich events calendar, well supported, grows the tourism economy in value and diversity.

#### Festivals & Events

- 5.1** Develop and secure sustainable funding models for the Barossa Vintage Festival and Barossa Gourmet Weekend, including dynamic, income-generating matrixes comprised of corporate, community and key stakeholders.
- 5.2** Support Tourism Barossa members and the local Barossa community in the delivery of the biennial Barossa Vintage Festival and annual Barossa Gourmet Weekend.
- 5.3** Ensure a rich calendar of regional events by identifying and supporting Tourism Barossa members who are hosting key events and providing creative and marketing support.

#### Barossa Business Events

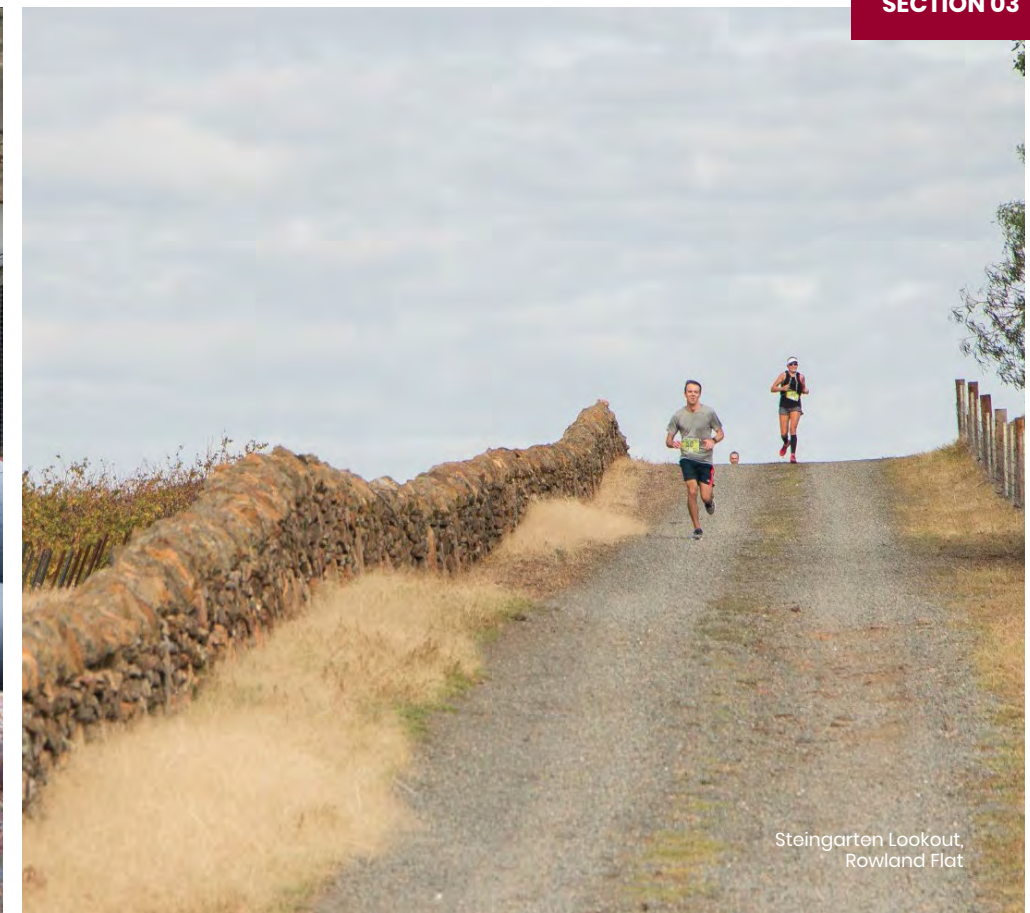
- 5.4** Continue to work with regional stakeholders to position the Barossa and environs as a key destination for the Meetings, Incentives, Conventions and Exhibitions (MICE) market.
- 5.5** Identify trade-ready and emerging product and activities suitable for MICE market.

#### Weddings

- 5.6** Audit and refresh content in the 'Weddings in the Barossa' section of Barossa.com.



Hutton Vale Farm,  
Angaston



Steingarten Lookout,  
Rowland Flat



Pindarie Wines, Gomersal

### STRATEGY 6: Markets Growth

*Identify Strategic Markets for growth and target marketing and collaboration initiatives to grow a presence and reputation in those markets.*

Wine is the economic base of the region and making the connection between priority wine markets and tourism supports the destination marketing and product loyalty, leading to increased sales in trade and exports. Whilst domestic markets remain a dominant source of Barossa visitation, international visitors stay longer, spend more and are therefore worth attracting.

- 6.1** Continue to deliver the strategic outcomes of the 2017-2019 Tourism Export Strategy, including attendance at tourism trade events in key identified international markets.





Apex Bakery, Tanunda

### STRATEGY 7: Culinary and Cultural Tourism

Develop the **Culinary and Cultural Tourism** potential of the region with emphasis on the Barossa's unique heritage legacy, authenticity and excellence in product and service. Collaborate with strategic partners to realise that potential.

The significant "Barossa Be Consumed" campaign has paved the way for substantial growth in Culinary Tourism

defined to include wine, food, the arts, culture as well as the heritage of our region. Culinary Tourism represents the biggest present opportunity for Barossa tourism, always embracing the possibility of linking culinary tourism with the other tourism assets identified.

**7.1** Re-design the Butcher, Baker, Winemaker Trail product to enable distribution via international tourism trade.

**7.2** Leverage the opportunities presented by the Epicurean Way, Great Wine Capitals of the World and Mount Lofty Ranges World Heritage bid.

**7.3** Create an annual culinary consumer activation in collaboration with Barossa Food.

## PILLAR 03

### Our Promise Kept

#### STRATEGY 8: A culture of excellence

Work with the language of **excellence** and deliver consumer centric **excellence** in standards of product and service.

A global wine and food destination, the Barossa's quest for quality and excellence is evidenced in the products and services offered throughout the region. Barossa offers rare, hand crafted wines, produces authentic regional food sourced from local farmers and provides award winning accommodation experiences. The Barossa Trust Mark recognises and celebrates excellence in food, wine and tourism offerings across the Barossa region. It is a sign of authenticity; the mark of a genuine Barossa product or experience. Supporting businesses in pursuit of excellence is key in delivering on the promise of brand Barossa.

**8.1** Continue to integrate the Barossa Brand story within Tourism Barossa's diverse communication platforms, to ensure alignment of Brand Barossa messaging.

**8.2** Ensure members have access to the Barossa Brand assets and support with integrating the brand messages as part of their own storytelling.

**8.3** Continue to ensure that all relevant opportunities to profile the Barossa Trust Mark are leveraged, including event and other collateral.



FINO, Seppeltsfield



Tasting Australia





# PILLAR 04

## Our Collective Voice

### STRATEGY 9: Collective Marketing

*In collaboration with strategic partners, establish and activate a destination marketing plan with a sound media and communications strategy.*

The South Australian Tourism Commission takes the lead in interstate and intrastate marketing campaigns for regions and experiences while Tourism Australia assumes responsibility for international marketing of Australia and its experiences. Digital technologies have made feasible a substantive contribution by regional organisations, to state, national and international marketing. There is therefore an opportunity and imperative for a locally initiated media and marketing strategy, engaging low cost and professionally produced marketing material. Partner initiatives and promotional channels offer further opportunity.

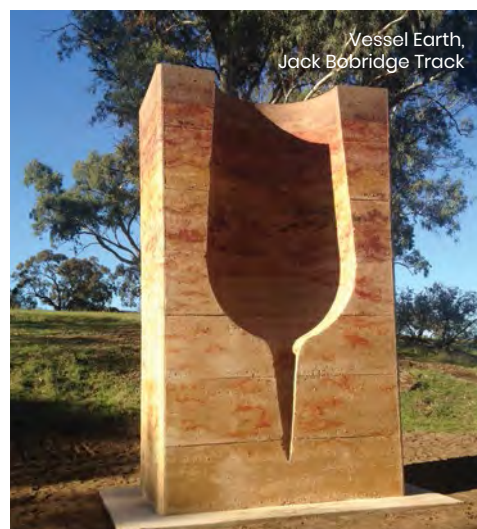
- 9.1** Create a 2018 – 2019 Destination Marketing Plan which reflects the diversity of audiences, including intrastate, interstate and international consumers, media and trade, to maximise reach through effective PR, use of digital channels and leverage of partner initiatives.



Grant Burge Wines, Tanunda



Alabaster Store  
Tanunda



Wessel Earth,  
Jack Bobridge Track

### STRATEGY 10: Barossa Partnership

*Invest strongly in the **Barossa Partnership** (Wine, Food, Tourism, Arts & Local Government cluster) to deliver a best in class tourism region with a shared vision and common guiding principles.*

Tourism as a derivative industry, with many faces, requires a coordinated partnership approach to deliver excellence at all levels and capitalise on assets. Tourism Barossa recognises

that commitment to the regional Wine, Food, Tourism, Arts and Local Government cluster will enhance outcomes for all sectors. Tourism Barossa has been working with the Barossa Grape and Wine Association, Barossa Food, Barossa Arts Council, The Barossa Council and Light Regional Council, facilitated by RDA Barossa, to develop a common agenda. This work is critical to collaboration, innovation and sustainability.

- 10.1** Continue to participate in the Barossa Partnership cluster and contribute to agreed projects and outcomes.
- 10.2** Contribute to the region's Barossa First collaborative research and destination marketing project
- 10.3** Continue to facilitate member networking events to foster collaboration, cross referral, information exchange and sharing of best practice.



Glossary

MICE	Meetings, Incentives, Conventions and Exhibitions
RDA	Regional Development Australia
SATC	South Australian Tourism Commission
TA	Tourism Australia
TBI	Tourism Barossa Incorporated
VIC	Visitor Information Centre
VFR	Visiting Friends and Relatives

Acknowledgements

Image credits

South Australian Tourism Commission  
Barossa Grape and Wine Association  
Dragan Radocaj  
Nathaniel Mason (Mason Digital)  
Martin Ritzmann  
Trentino Priori  
Josie Withers

Tourism Barossa Inc. acknowledges the ongoing support of its partners.

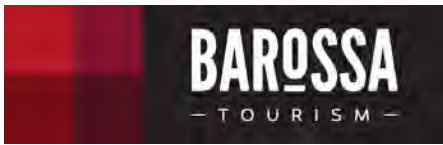


Tourism Barossa Inc. thanks HWR Media & Communications for their support in producing the Strategic Plan.



The Louise, Marananga





## **2017/18 Annual Board Report of Tourism Barossa Inc.**

### **MEMBERSHIP FOCUS**

Tourism Barossa Inc. is established primarily for the members who contribute fees toward the staffing expertise, so that we are able to increase their exposure to tourism and enable them to gain financial benefit from visitors to our region. While members are our key stakeholders, our work as an organisation also enables others to benefit. It is important to remind ourselves that all people within The Barossa and Light Regional Council areas benefit from the increase in Tourism and that this also impacts the South Australian and Australian economies.

Membership grew by another thirty-one members this year, reflecting the efforts of the staff and in particular Jess Greatwich and this takes our membership up to 285. Training for members continues to be a priority via the skilled resources of Jess and supporting organisations such as RDA Barossa, the South Australian Tourism Commission and the South Australian Tourism Industry Council.

### **NAME CHANGE PROPOSAL**

A motion was placed before last year's AGM to change the name of our association from Tourism Barossa to Barossa Tourism so it would be more easily recognisable under Barossa rather than Tourism. Unfortunately, a similar registered name already exists which would not allow this to occur and Cathy Wills and the board have recommended the name remain Tourism Barossa.

### **BAROSSA GOURMET WEEKEND**

The 2017 Barossa Gourmet Weekend held 1 – 3 September saw nine wineries hold Trail events over the Saturday and Sunday, while a further 34 members presented their wines together with fine food and music at single functions. Our thanks to Andrew Dundon and the staff at Tourism Barossa for continuing to build on the traditions of the past.

### **SHOP BAROSSA**

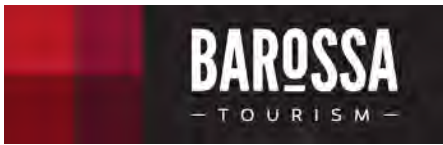
Following on from last year, several retail stores engaged in this promotion which acknowledges retail as a major tourism attraction. All involved received increases in customer visitation and were grateful to Tourism Barossa and RDA Barossa for supporting the event. A "Barossa made shopping guide" is now available through the Barossa Visitor Centre.

### **RESOURCES**

This year the Barossa Visitor Guide was again designed and managed by HWR Media & Communications under the guidance of Tourism Barossa staff. While many people still use the printed versions of this guide, the book is also available in "Realview" in digital format. We are thankful for a guide which looks both contemporary and fresh. Thanks to all who advertised.

The sought-after Barossa Touring Map was again revised and produced by Tourism Barossa and the Barossa Grape & Wine Association and is made available at Visitor Centres and members' venues.

This year saw the production of a *Barossa Business Events Meeting & Experience Planner* which was used for the *Meetings, Incentives, Conventions and Exhibitions* market and represented 27 businesses, encouraging the market to choose the Barossa for their events.



## **SOUTH AUSTRALIAN REGIONAL VISITOR STRATEGY**

The research from this initiative was recently published and received endorsement from the new State Minister for Tourism, David Ridgeway. One of the immediate outcomes was that the Minister undertook to visit each region and meet with people in recognition of the fact that 40% of the State's tourism income is derived from regions. The Barossa will look to increase tourism spend from \$190 million in 2017 to \$273 million in 2020.

## **WORKING TOGETHER**

In conjunction with members of the Barossa Partnership (Barossa Grape & Wine, Barossa Food, RDA Barossa, Light Regional Council, Barossa Council) we have been able to gain funding for marketing research with a view to designing a *Barossa First* promotion later in 2019.

A review of goals for the Barossa Partnership will be initiated in the coming months and a refreshed Barossa Brand was released earlier in the year. Businesses are urged to look to include this where appropriate.

## **STAFF**

The Board acknowledges the experience and professionalism of all staff during this year of building visitations to our region and in developing relationships.

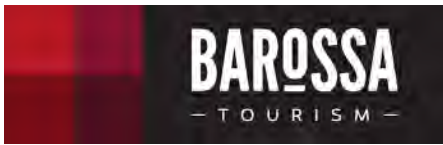
**Cathy Wills**, *Regional Tourism Manager*, has now been in the role for more than five years and she has continued to build a skill-based team to ensure we are able to maximise our potential as one of the world's leading wine regions. Cathy continued to create opportunities in all of our markets (international, interstate and intrastate) working with Tourism Australia, the South Australian Tourism Commission as well as with other local associations and Councils.

**Jess Greatwich** is in her third year as *Project Officer – Membership and Marketing*. Through this role, Jess has actively engaged with both new and existing members offering marketing support and assisting the Tourism Barossa team in other general capacities.

**Taryn Wills**, *Marketing Co-ordinator*, has continued to assist in a marketing and communication role so that our online profile continues to be of high quality and appears regularly.

**Andrew Dundon** resigned his position as *Business Development Manager, Festivals & Events* at the end of 2017 after creatively managing two Vintage Festivals and three Barossa Gourmet Weekends. His work also greatly impacted the region's capacity for events as he worked with all manner of groups to see a welcome increase in the number of events and in the professionalism with which they were run. We thank Andrew for sharing his skills during his tenure.

The efforts of the staff in achieving the 2017/18 Strategic Plan have been very successful and we trust the membership and funding partners have been well rewarded.



## **THANKS**

In addition to the innovative team at Tourism Barossa Inc, and our funding partners – The South Australian Tourism Commission, The Barossa Council and Light Regional Council - I would like to thank the following Board members who gave of their time and expertise throughout the year:

### *Industry Representatives*

Ruby Stobart – Arno Wines (Board Vice - Chair)  
Michael Ludlow – Barossa Valley Ballooning  
Sally Johnson – Yalumba Wines  
Tom Raggatt – HWR Media & Communications  
Sharyn Bobridge – Lindsay Wine Estate

### *Stakeholder Representatives*

Mayor Bill O'Brien - Light Regional Council  
Kieren Chappell – Light Regional Council  
Cr David de Vries – The Barossa Council  
Jo Seabrook – The Barossa Council

### *Barossa Association Representatives*

Howard Duncan resigned June – Barossa Food  
Anne Moroney – RDA Barossa Gawler Light Adelaide Plains

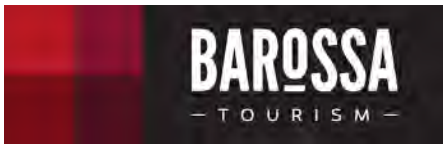
Respectfully submitted by

A handwritten signature in black ink, appearing to read "Chris Pfeiffer", written over a light grey rectangular background.

**Chris Pfeiffer**

Chair, Tourism Barossa Inc.  
September 2018





## 2017/18 Regional Manager's Report

The Barossa's strong tourism sector would not be possible without the extraordinary investment made by our membership base in the development and marketing of quality tourism product. I would like to acknowledge the hours of time and significant resource that member businesses expend, that collectively result in the Barossa's excellent positioning as a tourism destination for international and domestic guest. Tourism Barossa greatly appreciates the ongoing support of our members and applauds the ongoing innovation that has caused the development of diverse tourism product in the region throughout this past twelve months.

It is important to also recognise the efforts of all partners and stakeholder organisations who invest significantly in the tourism sector, and I would like to express sincere thanks to all who continue to work to position the Barossa as Australia's global wine and food region. Our board contains a balance of industry and local organisational representatives, and Tourism Barossa benefits from the perspective and expertise of a diverse board.

Essential stakeholder partnerships include South Australian Tourism Commission, The Barossa Council and Light Regional Council, who continue to offer funding support, and important connections within state and local government. Tourism Barossa is also grateful for the vital work that RDA Barossa Gawler Light and Adelaide Plains provides in supporting tourism businesses through excellent targeted training and the B2B programme.

Tourism Barossa enjoys a close working relationship with Jo Seabrook and her team at the Barossa Visitor Centre, and sincerely appreciates the professional service that ensures that guests to our region have an outstanding visitor experience.

I count it a great privilege to work alongside my colleagues at Tourism Barossa, who are genuinely passionate about the Barossa and generously offer their skills in supporting the development of the tourism industry within our region. I encourage all of our members to leverage the expertise that exists in our team and remind you that are invited to schedule an appointment with us for targeted support and assistance.

The team currently consists of -

### **Staff:**

Regional Tourism Manager – Cathy Wills

Membership - Jess Greatwich:

Jess Greatwich continues to offer excellent support to our members, providing assistance in leveraging the marketing opportunities available in the online sphere, and orientating new members within the local tourism industry. Jess was a key contributor in preparing a broad suite of online resources that are now available to support TBI members in areas including ATDW, Marketing, etc.

PR & Marketing – Taryn Wills

Taryn Wills provides PR & Marketing support for the events that Tourism Barossa holds, and support for event holders in marketing their events individually. Taryn's manages TBI's Destination Marketing plan, and the MyBarossa social channels. Her breadth of skills in strategic communication, design and PR are a great asset to the team.



### **Contract Professional Services:**

Event Producer – Sam Wright

Tourism Barossa contracted Sam Wright of Bright Eyes and Associates to deliver the 2018 and 2019 Barossa Gourmet Weekends, and the Barossa Seasons pilot. We welcomed Sam to our team in March 2018 to begin preparation on these events.

Accounts Officer – Carol Hayward

Sally McCarthy was farewelled by the Tourism Barossa team after 13 months, to pursue personal business commitments. We are very grateful to the changes that Sally instituted in our accounts systems during her tenure with Tourism Barossa. We have recently welcomed Carol Hayward into the Accounts Officer role, and value her depth of experience and perspective.

## **Destination Marketing**

**Brand Barossa:** Barossa Grape & Wine Association, Barossa Food and Tourism Barossa collaborated to deliver two Barossa Brand workshops to facilitate member businesses to leverage the Barossa Brand story.

**Destination Marketing Plan:** In the digital sphere, Tourism Barossa is working to deliver online communications against a Destination Marketing Plan with key themes across the seasons.

**Barossa Visitor Guide:** The 2018 Barossa Visitor Guide remains a key piece of collateral for the Barossa. The guide was again produced by HWR, who provided excellent creative and design input once again.

**International Markets:** Tourism Barossa represented the region at four international tourism trade shows this year, and two key Business Event expos.

Oct 2017, South Australian Product Development Expo, Adelaide, Aust  
Nov 2017, Pacific Area Incentives & Conference Expo, Auckland NZ  
Dec 2017, Greater China Premium Travel Showcase, Guangzhou, China  
Feb 2018, Asia-Pacific Incentives and Meetings Expo, Melbourne, Aust  
Mar 2018, European Product Workshop, London, UK  
Apr 2018, Australian Tourism Exchange, Adelaide, Aust

## **Destination Development**

**Product Development / Tourism Business support:** The Tourism Barossa team continues to support new and existing tourism business as they develop new product or extend existing product within the region. South Australian Tourism Commission has provided strong support to operators within the Barossa in this past year with the development of new tourism product and the availability of this product through the tourism distribution channels.

### **Member Training:**

Tourism Barossa liaised with SATIC to create and deliver a Packaging & International Distribution workshop which was extremely well attended by members. RDA Barossa continues to offer a broad training calendar providing excellent training support to local businesses.



## **Development of Barossa Festivals & Events**

The Barossa Vintage Festival and Barossa Gourmet Weekend are both currently auspiced by Tourism Barossa and events continue to be important catalysts in driving visitation to our region. TBI was successful in gaining Building Better Regions funding to pilot a quarterly extension of Barossa Gourmet Weekend to include three additional quarterly food and wine events (in winter 2018, summer 2019 and autumn 2019, and Sam Wright is developing these within the region.

## **Looking forward**

Tourism Barossa's priorities for the coming twelve months are articulated in the 2018-20 Strategic Plan. It has been exciting to see the innovative tourism product that has emerged in our region, however destination marketing and driving visitation continues to be a key strategic focus.

Tourism Barossa will contribute to the Barossa First Wine Tourism research and marketing project led by Barossa Grape and Wine Association, which will seek to deliver key insights regarding international wine tourism.

In closing, thank you for the opportunity to serve our community by supporting the development of our tourism industry – it is a great privilege to contribute to this important sector.

Thank you.

A handwritten signature in blue ink, appearing to read "Cathy Wills", is written over a faint, light blue circular watermark.

Cathy Wills  
Regional Tourism Manager  
20 September 2018



## COUNCIL

### DEVELOPMENT AND ENVIRONMENTAL SERVICES

#### DEVELOPMENT SERVICES REPORT

18 DECEMBER 2018

#### 4.5.1 CONSENSUS AGENDA – DEVELOPMENT SERVICES REPORT

##### 4.5.1.1 GAWLER EAST LAND DIVISION APPLICATION - DETERMINATION TO APPOINT STATE COMMISSION ASSESSMENT PANEL AS THE RELEVANT PLANNING AUTHORITY B1723

###### Purpose

To inform Council on the decision by the State Coordinator-General to appoint the State Commission Assessment Panel (SCAP) as the relevant planning authority for a proposed master planned community at 10 Carlton Road, Gawler East.

###### Discussion

As highlighted during the Council Induction presentation, Arcadian Property had lodged a land division application that straddled both the Town of Gawler and The Barossa Council as part of the Springwood Development, Gawler East.

On October 2018 Council's Manager Development Services had advised the Town of Gawler that that Council had no objection to The Town of Gawler requesting that SCAP be the relevant authority. Subsequently, the Town of Gawler had written to the State Planning Commission requesting the change in planning authority (Attachment 1).

Arcadian Property had approached the State Coordinator-General to request that the land division also be assessed by the SCAP.

The State Coordinator-General has written to the Chief Executive Officer advising the appointment of the SCAP as the planning authority, and that Council will be provided an opportunity to comment on the proposal (Attachment 2).

Given the conventional nature of the portion of division it is unlikely that Council will have any particular planning requirements. However, in due course will provide engineering comments.

#### RECOMMENDATION:

That the report item 4.5.1.1 be received.



**Town of Gawler**  
 43 High Street  
 Gawler East SA 5118  
 PO Box 130  
 Gawler SA 5118  
 Phone: (08) 8522 9211  
 Email: [council@gawler.sa.gov.au](mailto:council@gawler.sa.gov.au)  
 Website: [www.gawler.sa.gov.au](http://www.gawler.sa.gov.au)

3 October 2018

The Chair,  
 State Planning Commission,  
 GPO Box 1815  
 ADELAIDE SA 5001

Email : [dldptipdclearnaceletters@sa.gov.au](mailto:dldptipdclearnaceletters@sa.gov.au)

Dear Sir,

**Re : DIVISION OF LAND – 490/D020/18**

Council has received an application for the division of land on property adjacent Calton and Balmoral Roads at Gawler East.

In relation to the above development, Council is writing to seek agreement that the State Commission Assessment Panel is the relevant authority for the assessment of this application, as declared in Section 34 (1)(b)(iv) of the *Development Act 1993*.

A portion of the application is within the Town of Gawler area under Development Application 490/D020/18 and another portion is within The Barossa Council area under Development Application 960/D014/18, with five proposed residential allotments being partially in each Council area.

Should the application in The Barossa Council area be approved prior to the application in the Town of Gawler, these allotments will be land locked as there will not be an approved road access.

For these reasons, it is requested that the relevant authority, currently the respective Councils, be changed to the State Commission Assessment Panel.

A copy of the proposed Plan of Division is attached for your reference.

Your timely response would be much appreciated.

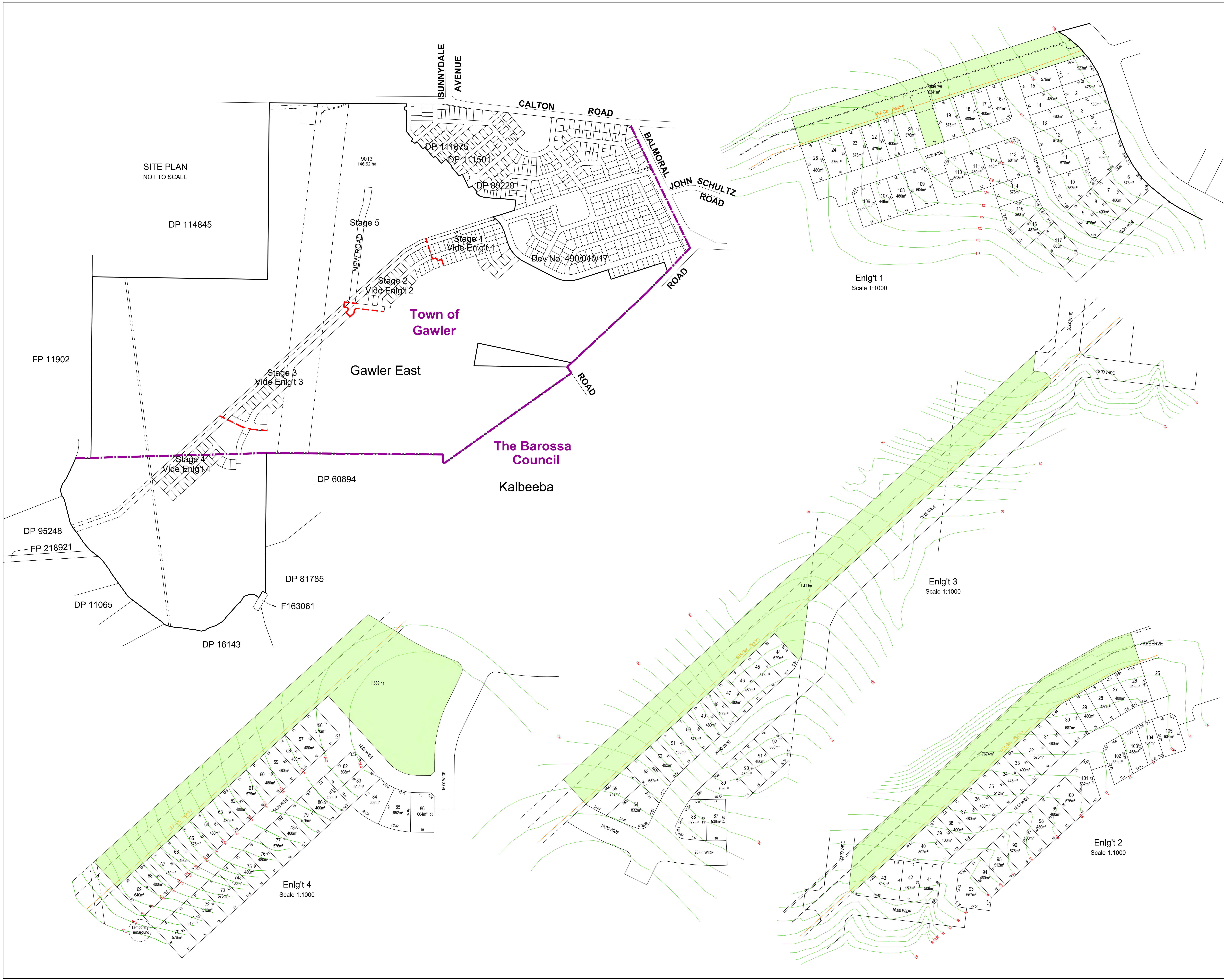
Yours faithfully,

A handwritten signature in blue ink, appearing to read 'J. Thage', is positioned above the typed name.

for **David Bielatowicz,**  
**TEAM LEADER DEVELOPMENT SERVICES**

Enc. Plan of Division  
cc : The Barossa Council – L. Monteduro

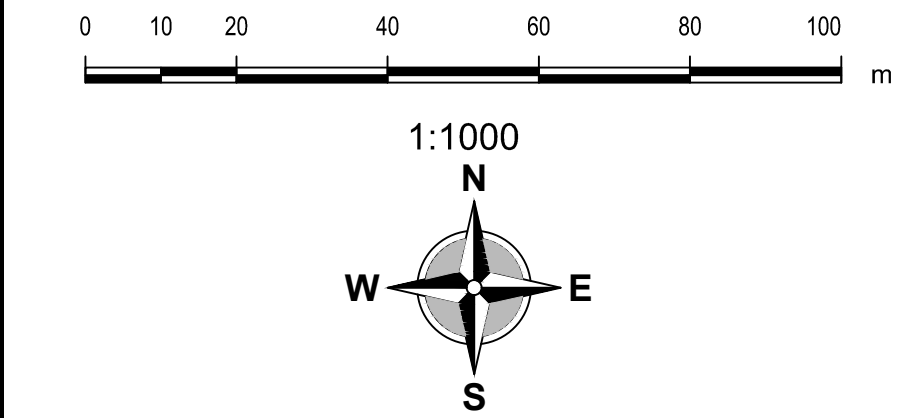




Development No. 490/D020/18  
Town of Gawler  
The Barossa Council

Proposed Plan of Division  
Allotment 9201 in Dev. No. 490/D010/17  
Allotment 9010 in D114845  
Allotment 4 in D 28814  
Allotment 1 in F 7765  
Allotment 1 in F 13468  
Hundred of Barossa  
In the area named  
**GAWLER EAST & KALBEEBA**

PT CT 6212/286  
CT 6205/146  
CT 6162/334  
CT 6118/249  
CT 6184/173



No. of proposed allotments 117  
Total area of division 14.50ha  
Reserve Area 4.341ha  
Length of new roads 2275m

Contour interval 2m.  
Datum AHD.

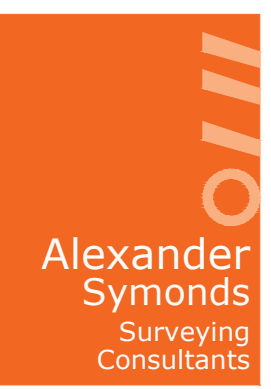
Vide Titles for disposition of easements

Road pavements shown are indicative only.

\*\*Not to be used for detailed engineering design.\*\*

Dimensions and areas are subject to survey.

© ALEXANDER & SYMONDS PTY. LTD. Original Sheet Size A0	
Glenn Ian Hordacre	
LICENSED SURVEYOR	
REF:	A010816.0SAW
DWG NO.:	A010816PROP EASE OVERALL REV A
REVISION:	A
DEL:	22.08.2018
Alexander & Symonds Pty Ltd 11 King William Street Kent Town, South Australia 5067 PO Box 1000 Kent Town, SA 5071 ABN 93007 753 988	
T	(08) 8130 1666
F	(08) 8362 0099
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E	adelaid@alexander.com.au
+ Property + Land Development + + Construction + Mining + + Spatial Information Management +	







Government  
of South Australia

Office of the State  
Coordinator-General

15 November 2018



Mr Martin McCarthy  
Chief Executive Officer  
The Barossa Council  
PO Box 867  
NURIOOTPA SA 5355

Dear Mr McCarthy,

I am writing to advise that I have received formal correspondence from Arcadian Property requesting that I appoint the State Commission Assessment Panel (SCAP) as the relevant planning authority for a proposed Master planned community at 10 Carlton Road, Gawler East.

In accordance with Schedule 10(20) of the Development Regulations 2008, I have made the determination to appoint SCAP as the relevant planning authority being firstly satisfied that the proposed development, when all stages of the development are completed, exceeds \$5 million and secondly, the development is not solely for residential purposes.

In agreeing to assign the Commission as the relevant authority, I have asked the proponent to work collaboratively with the Development Division of the Department of Planning, Transport and Infrastructure and the Town of Gawler in the finalisation of an application.

I ask that this proposal be kept confidential until the application is lodged with the SCAP for assessment. Once lodged, the application will be formally referred to Council administration for a period of six weeks.

It should be noted that making this determination does not constitute a form of advocacy nor does it imply a favorable assessment outcome, or otherwise for the proposal. Following the assessment process, the final decision will be made by the SCAP.

Should you have any further queries regarding this determination please do not hesitate to contact my Office on 8303 2085 or via GPO Box 2343 Adelaide SA 5001.

Yours sincerely

Jim Hallion  
**STATE COORDINATOR-GENERAL**

Office of the State Coordinator-General

Level 9, 131-139 Grenfell Street, Adelaide SA 5000 | GPO Box 2343 Adelaide SA 5001  
Tel +61 8 8303 2080 | Fax +61 8 8303 2090 | [www.dpc.sa.gov.au](http://www.dpc.sa.gov.au)

COUNCIL

DEVELOPMENT AND ENVIRONMENTAL SERVICES

ENVIRONMENTAL SERVICES REPORT

18 DECEMBER 2018

4.5.2            CONSENSUS AGENDA – ENVIRONMENTAL SERVICES REPORT

4.5.2.1        WILLIAMSTOWN, LYNDOKH LANDCARE GROUP INC.

B2791, 18/75689

Minutes of the Williamstown, Lyndoch Landcare Group Inc. General Meeting held 29 August 2018 are attached for information.

RECOMMENDATION:

That report items 4.5.2.1 be received.



# **Williamstown, Lyndoch Landcare Group Inc.**

## **Minutes of general meeting held on August 29<sup>th</sup> 2018**



### **Meeting started 7.30pm**

**Present** Brian & Margaret Teskey, Diana Dancer, Elke & Joerg Wiese, Tracy Sinclair, Tina Woods, Noreen & Eric Walton, Brian Green, Shirley & Don Wegener, Rod Baker.

**Apologies** Carol Green, Pam Cross.

### **Previous Minutes**

Accepted, moved by Brian Teskey seconded by Elke Wiese Carried

### **Business Arising.**

NRM Insurance forms submitted

Credit Union signatures updated

### **Correspondence**

#### **IN**

Membership application forms from Tracy Sinclair, Tina Woods and Pam Cross. (welcome to you all)

Notification from Northern Foothills Environmental Group. Advertising an Expo on October 23<sup>rd</sup> and offering us a table to promote ourselves. Several members interested in attending..

#### **OUT**

Letter to Brian & Carol Green

Notice to Northern Tyres via Facebook.

### **Chairman's Report**

Angas had contact from a Unit SA Environmental Studies student requested we participate in filling in surveys re our work. most members present showed interest.

The Barossa Bush gardens visit was well attended with 12 of them and 7 of this group. It was suggested we make this a twice yearly occasion.

September 16<sup>th</sup> officially declared as our Open Day. Flyers and details available.

### **Treasurers report.**

Income for July	10067.11
-----------------	----------

Bal end July 2018	13024.01
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Comprising.....

Admin	2630.31
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C/U share	2.00
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Project 2 -Altona	10391.70
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The books have been audited for 2017/18

Council annual donation has been received.

Joerg moved the report be accepted, seconded Noreen Walton. Carried.

### **Publicity.**

Eric Walton gave a successful talk to the Williamstown Garden Club which resulted in a new member for us.

The Herald and Bunyip have been notified of our Open Day and there will be advertising in the local Library, notice boards etc.

### **General Business**

Updating our signage. Liz Ninnis has indicated she will help us – to be attended to after September 16<sup>th</sup>. Aerial shots may be available, this will be looked into.

Saturday working bees.. General discussion regarding what is preferred, a Saturday or Sunday. A list of future projects in the reserve to be drawn up and kept in the container.

Suggestion of a sub committee to discuss relevant items arising during the 3 month period between meetings. Possibility of return to monthly meetings in 2019. Discussion later.

Membership form to be reviewed to cover notice of contact phone number for emergencies

Brian Green returned the post box key. He suggested we set specific projects when applying for grants from the NRM. The gate signs to be upgraded into a more orderly set up. Joerg suggested we apply for a grant from the Heritage people for this - defer to 2019.

Money from Council. Majority of it to go to Amanda Pearce for weed control balance for treating erosion, tracks etc. Consult with council what they are able to do re track management. Proposed by Angas Atkinson that \$8500 be given Amanda, balance for our use. Seconded Joerg Wiese... carried..

Open Day –

Kersbrook Landcare to have a table

Volunteers to lead walks

A presence needed at the gate for information to visitors.

Portaloo organised

Parking available at Brian Greens house if needed.

Sausages to be purchased from local butcher, bread, onions sauce, tea, coffee, cake etc.

These jobs all allocated.

A photographer will be on site.

Landcare DVD's for sale.\$10 each.

Chairman Angas to contact all during the previous week for confirmations.

**Meeting closed 9.10pm**

**Signed.....date.....**

**Next meeting date Wednesday November 28<sup>th</sup> 7.30 Council Rooms Lyndoch.**

“A committee is made up of a group of people who spend hours keeping minutes”

COUNCIL

DEVELOPMENT AND ENVIRONMENTAL SERVICES

ENVIRONMENTAL SERVICES REPORT

18 DECEMBER 2018

4.5.2            CONSENSUS AGENDA – ENVIRONMENTAL SERVICES REPORT

4.5.2.2        SOUTH PARA BIODIVERSITY PROJECT INC. COMMITTEE  
B4331

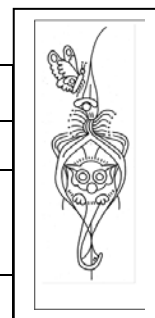
Minutes of the South Para Biodiversity Project Inc. Committee Meeting held 10 August 2018, are attached for information.

RECOMMENDATION:

That report items 4.5.2.2 be received.



MEETING MINUTES  
**South Para Biodiversity Project Inc.**  
**Committee Meeting**



<b>Meeting Time and Date:</b>	10 <sup>th</sup> August 2018 9:30-11:30am
<b>Meeting Venue:</b>	Para Wirra Conservation Park
<b>Attendees:</b>	Patsy Johnson, Steve Taylor, Bruce Gotch, Damian Stam, Jamie Pook, Helen Rapp (Chair), Faith Coleman (Minutes), Jackie Crampton, Dragos Moise
<b>Apologies:</b>	Veronica Clayton, Tom Brookman, Steven Brooks, Phil Gillett, Megan Lock, Jo Park, Hamish Jack

**Agenda Items:**

Item	Description
1.	<b>Welcome and introductions:</b> Jamie Pook, district officer attending on behalf of Natural Resources
2.	<b>Confirmation of previous meeting minutes:</b> <b>ACTIONS ARISING:</b> Faith to draft a letter for support that SPBP Inc. provide a letter of support for DEWNR to co-ordinate effort in a review of illegal firewood collection amongst the agencies.  <i>This was rescoped to be a letter to David Speirs Re Landscape SA review asking if greater compliance can be incorporated and a broader incorporation of biodiversity (including firewood), alternative we can all comment via YourSay. We will also write a letter to councils and agencies asking them to put a banner on their websites in Autumn and winter. <b>ONGOING</b></i> Kate to liaise with Jo re: survey data collected for adding to BDSA.  <i>Will discuss with Jo, next meeting <b>ONGOING</b></i> Damien to follow up reported evidence of Feral pigs in SA Water.  <i>Wrote an email. Most likely a goanna or a combination. Echidna. Deer. Cameras are up. <b>COMPLETED</b></i> Tom to investigate permit and process to apply for permit for Basal Bark spraying with Garlon in South Australia for St John's wort and Boneseed.  <i>Ongoing. Steve questioned the appropriateness of basal bark spraying of St Johns Wart. He has concerns about off target impacts. Hand pulling and competition work just as a well without the impacts.</i>  <i>SA Water feel that Garlon is really useful for Boneseed in large burn sites. There is some confusion between canopy spraying versus basal bark spraying. Garlon is being picked up in water quality testing 4-5 months later.</i> 3. <i>It is important that this is spot spraying not broadacre spraying and that an activity is not called basal bark spraying, if it isn't.</i> All to consider project ideas suitable for a Fund My Neighbourhood grant and discuss further with Faith.  <i>Fund My Neighbourhood cancelled. Faith to keep Steve in the loop of any good funding ideas <b>CANCELLED</b></i> Veronica to follow up arranging an opportunity for Tim Kelly to come out to deliver a workshop on Ecological guidelines for burning.  <i>We are not sure about why this is Tim Kelly - Maybe it was originally Tim Groves? Maybe Kirstin Abley? <b>ONGOING</b></i> Veronica to follow up with Sires Rd property re: Water Dropwort control program.  <i>Jackie to email out leaflet out for Phil. Otherwise to be followed up when Ronnie returns. <b>ONGOING</b></i> Steve T to discuss further with Faith; Fund My Neighbourhood proposal sponsored by SPBP to improve amenities at the BBQ at the Lake in Para Wirra.  <i>Fund My Neighbourhood cancelled. Faith to keep Steve in the loop re other opportunities. <b>CANCELLED</b></i> Veronica to send out a copy of the Penny Paton's exclosures monitoring report. <b>COMPLETED</b> Jo to investigate Kentish Rd trees being unnecessarily sprayed under the power lines.

	<p>Steve believes that they were sprayed to kill the trees. Two or three months ago. <b>ONGOING</b></p> <p>New Action: Steven Brooks to invite new Parks/Reserves Technical Officer to the next meeting as a guest and to meet the reps.</p>	
4.	<p><b>Chairpersons Report.</b></p> <p><i>Puddling along nicely.</i></p>	
5.	<p><b>Treasurer's Report.</b></p> <p><i>Nothing to report.</i></p>	
6.	<p><b>Ornithogalum progress with letter.</b></p> <p><i>Letter was submitted and there were plenty of comments from NRM. Agree that it is an issue. Sent to John Shultz.</i></p>	
7.	<p><b>Landscapes Act Consultation.</b></p> <p><i>Community and staff consultation. If you are struggling to register online, ring Tom on Monday and he will step you through it. We need both local action and broader state wide or national animal and plant control plans.</i></p>	
8.	<p><b>Observations In the District:</b></p> <p><b>NRM – (Jamie)</b></p> <p><b>Staffing:</b> Veronica is on leave, back in October. Tom couldn't be here today as he's providing short-term cover for a role in Waymouth St. He'll be back on deck next week so as always, if you have any issues/questions, feel free to email/phone him.</p> <p><b>Roadsides:</b> Roadside work plans with councils are going through final stages of review. Work orders for Cape Tulip, Watsonia, Water Dropwort and Ornithogalum are about to go out. While our Roadside budget has been cut this year, there has been a contribution from the Regional Invasive Species for Ornithogalum and so we should still be able to maintain a similar level of NRM funding/service within the District overall compared to last year.</p> <p><b>Reveg:</b> It has been a challenging season this year but some great outcomes have still been achieved. Over 5000 plants have gone out in the South Para between Para Wirra, Sampson flat giveaways (coordinated by Patsy and Ronnie) and private property revegetation.</p> <p><b>Grazing pressure management:</b> Barossa Parks: Main program (kangaroos) finished for the year. There may be a couple of 'feral specific' operations in Spring depending on time/resourcing and deer movements. The program this year removed 216 Western Greys, 4 Fallow Deer, 1 Rabbit, 31 Hares and 6 Foxes from Para Wirra, Para Woodlands, Sandy Creek and Kaiserstuhl. A recent highlight was 15 hares in one night at the Yaringa Block.</p> <p><b>Regional Grazing Pressure Management:</b> There is specific budget this year for improving the management of Total Grazing Pressure across AMLR. The exact details are being worked through and we hope to have more clarity within the next couple of weeks, as the clock is already ticking. At this stage it's a 'watch this space'... but we'll keep the group informed and in particular, will look to work with Jackie, Damian and Hamish on improving outcomes across public lands.</p> <p><b>NRM Reform:</b> Tom has sent around details for how you can provide feedback on the NRM Reform process, through the YourSay website and by registering for Community forums (I believe Helen was already invited to the Community forums – not sure about any other members?). If you would like more info – call or email Tom.</p> <ul style="list-style-type: none"> <li>• <b>SA Water–</b> (Damian) Feral animal control of Kangaroos. 70 Kangaroos. Deer 20. Still have two persistent pigs. Looking to bait them. Going down the path to get authorisation to use sound modifiers in reservoirs. Public access around reservoirs - South Para is high on the agenda. Warren already has on-water access.</li> <li>• <b>Forestry SA –</b> (Jackie) Weed planning has been done, will start when it starts to dry up. GIS exercise. Lots of modified landscapes. Fire breaks, clear felled areas etc. 20% is reduced fuel load. Compared to 5% prescribed burning which is hard for forestry to achieve.</li> <li>• <b>National Parks –</b> No Parks representative present. Steve discussed forthcoming prescribed burning in Para Wirra. Opportunity for comment. Bruce wondering how much effort is put into prescribed fire animal deaths. Steve discussed the use of epicormic shoots by birds after fire. Loss of hollow trees is the biggest issue.</li> <li>• <b>Para Woodlands –</b> (Dragos) Planting event held 15<sup>th</sup> June. Planted everything. Planting isolated trees. Have shot their full quota of 100 roos, but could shoot a lot more. 30 hares – Lots of hares. Volunteer made it to the Rotary Parks award. Saw five or so white backed swallows. Flame Robins.</li> <li>• <b>Friends of Para Wirra –</b> (Patsy) Misery Farm contract is out but has not started yet. Andrew from Seeding Natives. St Johns wort and Cape Tulip. One Tree Hill School visiting next Wednesday. FoPW been controlling bridal creeper. Working Bee following Saturday.</li> </ul>	

	<ul style="list-style-type: none"> <li>• <b>City of Playford</b> (Jo-email report) <i>Roadside site work plans for 2018/19 are currently being developed. Once developed, contractors will be engaged.</i>  <i>Re: Kentish Rd ACTION - I have been following up on the spray damage Steve mentioned along Kentish Rd but so far have been unsuccessful in tracking down who may have done it and why. Lynda Tout-Smith is hoping to head up there either today or tomorrow to have another look but I don't believe it's been done by any Council staff or contractors at least. On the Power line topic, Lynda mentioned SAPN are reviewing their practices at the moment which would basically broaden what they could. These proposed changes haven't come into effect yet though as was only recently circulated for feedback (closed 27th July). I've attached the SAPN discussion paper for your information. I understand that our Council has submitted feedback as we were concerned that some of what was being proposed could lead to unnecessary clearance of vegetation. Some other aspects seemed quite logical though relating to dealing with inappropriate plantings.</i></li> <li>• <b>Barossa Council</b> - N/A</li> <li>• <b>Adelaide Hills Council</b> - N/A</li> <li>• <b>Trees for Life</b> - N/A</li> <li>• <b>Community Representatives</b> – <i>Amanda Pearces' dad died recently. Patsy's shooter did not get much. None of the creeks are running yet, below Humbug Scrub.</i></li> </ul>
9.	<b>Workshop Opportunities:</b> <i>Ecological Burning, Landscapes Act as it progresses.</i>
10	<b>Committee Membership and forward planning – To discuss at next meeting.</b>
11	<b>Next Meeting:</b> <i>October 12<sup>th</sup></i> <b>Meeting Close:</b> <i>11:30AM</i>



COUNCIL

DEVELOPMENT AND ENVIRONMENTAL SERVICES

ENVIRONMENTAL SERVICES REPORT

18 DECEMBER 2018

4.5.2 CONSENSUS AGENDA – ENVIRONMENTAL SERVICES REPORT

4.5.2.3 ADELAIDE AND MOUNT LOFTY RANGES NATURAL RESOURCES  
MANAGEMENT BOARD ACHIEVEMENT REPORT 2017-2018  
B2679

Correspondence has been received from Adelaide and Mount Lofty Ranges Natural Resource Management Board (AMLR NRMB) enclosing the Achievement Report for 2017-2018.

The Board collaborates with 26 councils in its region through partnerships and projects that encourage sustainable healthy and resilient landscapes and communities. The Barossa Council partners with AMLR NRMB to co-host an NRM Education officer and support for both the Barossa Bushgardens Natural Resource Centre and the Mount Pleasant Natural Resource Centre.

The full report can be accessed at:  
<https://www.naturalresources.sa.gov.au/adelaidemtloftyranges/about-us/our-regions-progress>

RECOMMENDATION:

That report items 4.5.2.3 be received.

COUNCIL

DEVELOPMENT AND ENVIRONMENTAL SERVICES

ENVIRONMENTAL SERVICES REPORT

18 DECEMBER 2018

4.5.2 CONSENSUS AGENDA – ENVIRONMENTAL SERVICES REPORT

4.5.2.4 GAWLER RIVER FLOODPLAIN MANAGEMENT AUTHORITY  
B7490, 18/74181

A Special Meeting of the Gawler River Floodplain Management Authority was held on 12 November 2018. The intent of the meeting was to consider the potential application to the Australia Government's Building Better Regions (BBR) Fund – Infrastructure Projects Stream, for funding of \$10 Million for the Northern Floodway Project. The Key Outcome Summary and letter to Constituent Councils, are attached for information.

RECOMMENDATION:

That Report 4.5.2.4 be received and noted.

# Gawler River Floodplain Management Authority

Adelaide Hills Council, Adelaide Plains Council, The Barossa Council,  
Town of Gawler, Light Regional Council, City of Playford

## KEY OUTCOMES SUMMARY

### GRFMA Special Board Meeting 12/11/18

The intent of the meeting was to consider the merits or otherwise of the GRFMA submitting application to the Australian Government's Building Better Regions (BBR) Fund - Infrastructure Projects Stream, for funding of \$10 Million for the Northern Floodway Project.

The Chairperson provided a verbal update on recent progress in sourcing Federal and State Government funding for capital works associated with the Northern Floodway Project, estimated at a value of \$27 million.

Of particular note was that should the GRFMA make application to the Australian Government's Building Better Regions (BBR) Fund - Infrastructure Projects Stream, for funding of \$10 Million for the Northern Floodway Project: and be successful in obtaining the maximum grant, that the State Government would commit to contributing \$13.5M to the Project in support. The State contribution being subject to the Storm Water Management Authorities authorisation.

Amongst matters of discussion the Board reaffirmed its view that capital costs of the Northern Floodway Project works should be funded on a 50/50 basis between the Federal and State Government.

The meeting

- Resolved to seek approval from the State Government to utilise a portion of their \$13.5M funding commitment to the Northern Floodway Project to enable the submission of a Building Better Regions (BBR) Fund - Infrastructure Projects Stream, to the Australian Government in order to develop the preliminary design for the Project
- Delegated the Executive Officer to make an initial application on behalf of the Authority to fund the preliminary design associated with the Northern Floodway Project and to cost up the works as identified in table 7.1 of the Northern Floodway Prospectus titled 'Indicative costs of major elements of works required to progress the project (items 1-5)' and duly submit the application to the Building Better Regions (BBR) Fund - Infrastructure Projects Stream, based on the costs of these works on a 50/50 basis between the Federal and State Government; and
- Requested the Executive Officer to provide formal notification to each constituent council by close of business on 14 November 2018 regarding the Building Better Regions (BBR) Fund - Infrastructure Projects Stream, Grant application and the basis of the cost contributions.



Gawler River Floodplain Management Authority  
266 Seacombe Road, Seacliff Park, SA 5049  
Telephone: 0407717368 Email: [davidehitchcock@bigpond.com](mailto:davidehitchcock@bigpond.com)  
Website: [www.gawler.sa.gov.au/grfma](http://www.gawler.sa.gov.au/grfma)

14/11/18

Dear,

I write regarding submission of an application by the GRFMA to the Building Better Regions (BBR) Fund - Infrastructure Projects Stream, in order to develop the preliminary design for the Northern Floodway Project.

On the 12/11/2018 the GRFMA held a Special Meeting to consider the merits or otherwise of the GRFMA submitting application to the Australian Government's Building Better Regions (BBR) Fund - Infrastructure Projects Stream, for funding of \$10 Million for the Northern Floodway Project.

The special meeting was convened following discussion by Mr. Ian Baldwin, Chairperson GRFMA with the Office of The Hon David Speirs, Minister for Environment where Mr. Baldwin was advised that should the GRFMA make application to the BBR Fund, and be successful in obtaining the maximum grant, that the State Government would commit to contributing \$13.5 Million to the Project in support. The State contribution being subject to the Storm Water Management Authorities authorisation.

This would realise a total of \$23.5 Million external funding for the Northern Floodway Project leaving the GRFMA to raise the remaining \$3.5 Million from its constituent councils or other partners e.g., prospective developers.

Applications for the Building Better Regions Fund - Infrastructure Projects Stream close COB, 15 November 2018.

In discussing this proposal, the Board reaffirmed its view that capital costs of the Northern Floodway Project works should be funded on a 50/50 basis between the Federal and State Government.

Subsequently the meeting passed the following resolution:

*That the GRFMA Board:*

- 1. Receives and notes the Board Report from the Executive Officer titled ". Northern Floodway Project" as supplemented by the verbal update at the meeting from the Chairperson and Executive Officer;*
- 2. Seeks approval from the State Government to utilise a portion of their \$13.5M funding commitment to the Northern Floodway Project to enable the submission of a Building Better Regions (BBR) Fund - Infrastructure Projects Stream, to the Australian Government in order to develop the preliminary design for the Project as detailed in item 3. below;*
- 3. Delegates to the Executive Officer to make an initial application on behalf of the Authority to fund the preliminary design associated with the Northern Floodway Project and to cost up the works as identified in table 7.1 of the Northern Floodway Prospectus titled 'Indicative costs of*

- major elements of works required to progress the project (items 1-5)' and duly submit the application to the Building Better Regions (BBR) Fund - Infrastructure Projects Stream, based on the costs of these works on a 50/50 basis between the Federal and State Government; and*
4. *Provides formal notification to each constituent council by close of business on 14 November 2018 regarding the Building Better Regions (BBR) Fund - Infrastructure Projects Stream, Grant application and the basis of the cost contributions.*

I advise that actions have now been implemented to facilitate submission of a suitable BBR application to enable compliance with the submission closure date of 15 November 2018.

The application to be submitted will reflect the total of cost elements as identified Table 7.1 items 1 to 5 of the Northern Floodway Project Prospects, plus a price index escalator and contingency allowance.

These items include the major elements of preliminary works required to be undertaken first so that a more robust assessment of final project design and costs might be understood and considered prior to a further funding application (on the same 50/50 State and Federal Government funding contribution) for subsequent completion of the Project.

This effectively results in a total project cost of \$2 Million with the application seeking \$ 900,000 in BBR funding which is to be matched with a \$ 900,000 funding contribution (commitment) from the State Government. An in-kind GRFMA contribution of \$200,000 has also been included. There is to be no constituent council funding requirement.

It is likely, in event of a successful application, that completion of the preliminary design works and costings will take some time (12-14 Months) to implement.

Yours Sincerely



David Hitchcock  
Executive Officer Gawler River Floodplain Management Authority.

COUNCIL

DEVELOPMENT AND ENVIRONMENTAL SERVICES

HEALTH SERVICES REPORT

18 DECEMBER 2018

4.5.3 CONSENSUS AGENDA – HEALTH SERVICES REPORT

4.5.3.1 FOOD RECALLS

B7637

Consumer Level recalls were monitored for:

- Al Mina Baklava Triangle 250g and Four finger Baklava 200g

RECOMMENDATION:

That the report item 4.5.3.1 be received.



COUNCIL

DEVELOPMENT AND ENVIRONMENTAL SERVICES

HEALTH SERVICES REPORT

18 DECEMBER 2018

4.5.3 CONSENSUS AGENDA – HEALTH SERVICES REPORT

4.5.3.2 FOOD PREMISES INSPECTIONS

B4573

During the month of November 2018 the following food businesses were inspected for their compliance with the Food Act 2001.

- Foodworks Nuriootpa – Routine inspection
- Lyndoch Cricket Club – Routine Inspection
- Jacobs Creek Restaurant– Routine inspection
- Harvest Kitchen and Bar (main kitchen) – Routine inspection
- The Table Cafe – Routine inspection
- Careme Pastry – Routine inspection
- Angaston Foodland – Routine inspection
- Harvest Kitchen and Bar (second kitchen) – Routine inspection
- Lyndoch Hotel – Routine inspection

RECOMMENDATION:

That the report items 4.5.3.2 be received.

COUNCIL  
DEVELOPMENT AND ENVIRONMENTAL SERVICES  
WASTE SERVICES REPORT  
18 DECEMBER 2018

4.5.5. CONSENSUS AGENDA – WASTE SERVICES REPORT

4.5.5.1 WASTE MANAGEMENT SERVICES - GARAGE SALE TRAIL  
B7240

Purpose

To inform Council on the outcome of the Garage Sale Trail conducted for the first time in the Barossa in October 2018.

Discussion

In May 2018, Council agreed to participate in the Garage Sale Trail for the next two years.

Garage Sale Trail is run by Australian not for profit, Garage Sale Trail Foundation in partnership with the councils across Australia.

The Garage Sale Trail concept aligns with Council's waste initiative and complements the current waste education strategy, by providing a connection between Council and Community, while also encouraging people to waste less and recycle more.

The 2018 Garage Sale Trail was held on 20 and 21 October.

As part of the agreement with the Garage Sale Trail team, they provide a, Impact Report for the Barossa Council outcomes (Attachment 1).

Being our first year participating, The Barossa Council had a strong participation with 54 sales and stalls registered.

RECOMMENDATION:

That the report item 4.5.5.1 be received.



# BAROSSA COUNCIL IMPACT REPORT 2018



TAVERNER  
RESEARCH



# KEY TRENDS & NATIONAL FINDINGS



**Each sale registered represents more than one household participating in your community.**

For the first time this year we measured the number of households participating in Garage Sale Trail. This showed that a household sale represents 1.5 households participating in the program, with community group sales representing an average of 7.5 households involved.

**More items were reused per garage sale in 2018.**

Every sale on the Trail leads to an average 515kgs of unwanted and unused items being reused. This is equivalent to 90 items being sold per sale versus 75 items sold per sale in 2017.

**A third of items sold were diverted from landfill.**

31% of sellers admitted that items would have gone to landfill if they had not participated in Garage Sale Trail, as they would have been put in the bin, put out for council collection or been left on the side of the road.

**Garage Sale Trail's waste education campaign was more effective.**

Messaging about reuse reached a cumulative audience of over 8 million people via the media campaign alone (reach does not include social media and other waste education activities conducted online). 86% of sellers stated that they were more conscious of the waste they generate after participating and 74% learnt that reusing items has a positive impact on the planet and community, compared to 55% in 2017.

**Participants are waste educators too.**

2018 saw participants telling an average of 221 people about Garage Sale Trail and the "choose to reuse" message.

**Garage Sale Trail is helping the community to connect.**

72% of sellers and 84% of shoppers stated that the event helped them feel more connected to their community, compared to just 40% of sellers and 47% of shoppers in 2017. Around 90% of the people sellers met on the day were not previously known to them.

**The program helps council engage with the community.**

41% of sellers and 52% of shoppers are more likely to find out about council events in the future after participating in Garage Sale Trail and 82% of sellers thought the event was either a good investment for council or a good initiative for council to support.

**National scale is a driver for participation and gets new people engaging in reuse.**

More than two thirds of sellers had not previously hosted a garage sale before. 69% of this group stated that the key reason for getting involved in Garage Sale Trail was to be part of a national movement which sees thousands of others hosting and shopping at garage sales around the country on the same weekend.

# NATIONAL & STATE OVERVIEW

OCTOBER 20-21



## Community Participation



SOUTH AUSTRALIA



NATIONAL

Participating  
households  
(sellers & shoppers)

**20,763**

**207,999**

Total participation  
(sellers & shoppers)

**32,394**

**349,559**

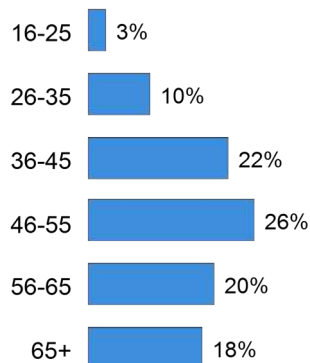
## Events Over the Weekend

**18,225**

Total garage sale & stall  
events nationally

## Age & Gender (national)

AGE OF PARTICIPANTS



GENDER

**82%**

of registered  
participants were  
female

## Volume of Items Reused

**3,289**

Tonnes reused over the  
weekend nationally

# LOCAL PARTICIPATION



## YOUR COUNCIL

Garage sale & stall events over the weekend

**78**

Registered sales & stalls

**54**

INDIVIDUAL SALES	GROUP SALES	STALLS
<b>41</b>	<b>2</b>	<b>11</b>

## Sellers & Shoppers

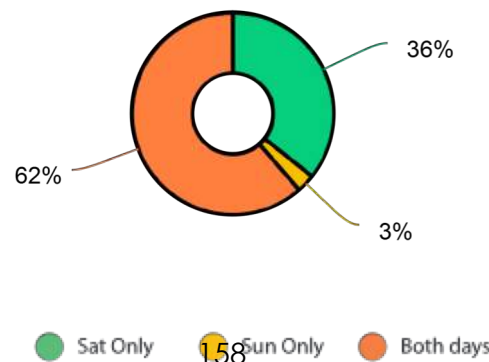
**2,427**

People in your community participating in Garage Sale Trail as a shopper or seller

## Local Sales By Type

Apartment	0%	0
Business	2%	1
Carboot	2%	1
Community group	2%	1
Council	0%	0
Household	91%	39
School	0%	0
Street	2%	1

## Local Sales by Date



## Participating Households

**1,548**

Participating seller & shopper households in your community



# REUSE, BEHAVIOUR CHANGE & WASTE EDUCATION



YOUR COUNCIL

Total # of items listed **12,300**

# of items sold/reused **3,058**

Average # of items sold per sale **79**

Volume of  
Items Reused

**450kg**

of items reused per sale

## Behaviour Change

**84%**

Of sellers are more conscious about waste and understand their role in reducing it

**61%**

Of sellers would not otherwise have held a garage sale in the last 12 months

## Key Messages

Effectiveness of waste education messaging

Reusing items has a positive impact on the planet and our community **70%**

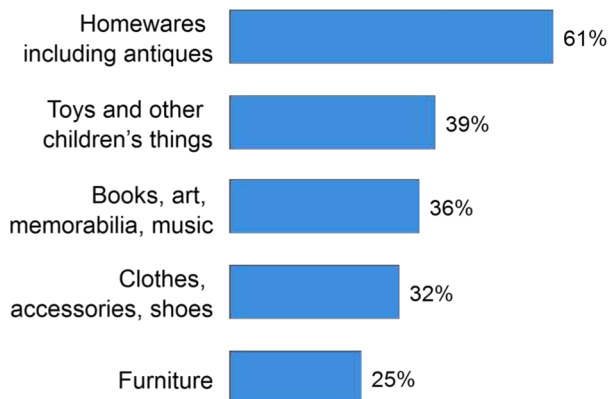
Only items in good condition should be donated to charities **53%**

It's up to us as individuals to avoid and reduce the amount of waste we create **49%**

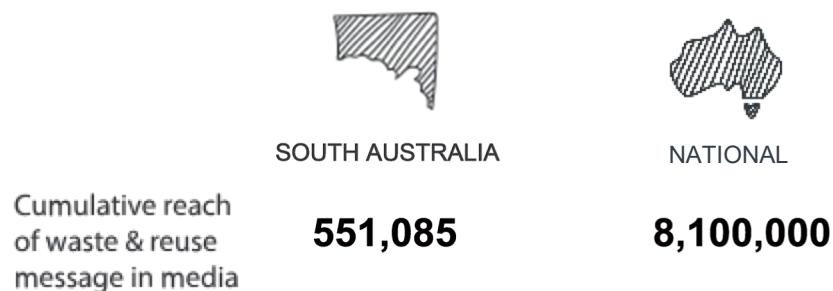
# REUSE, BEHAVIOUR CHANGE & WASTE EDUCATION



## Category of Items Sold



## Reach of Waste Education Message



**36%**

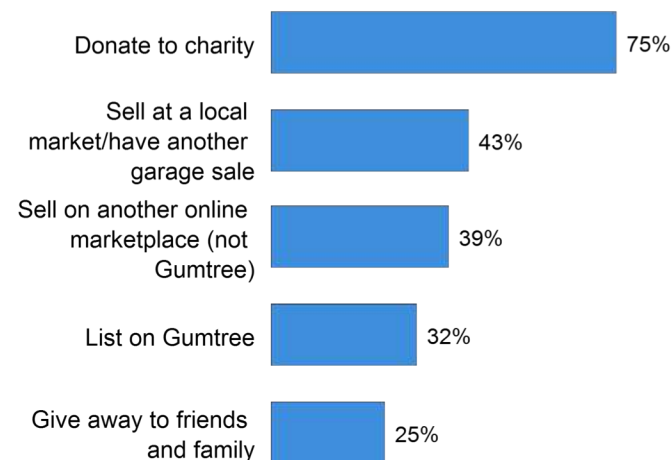
Of sellers admitted that items would have gone to landfill had they not participated in Garage Sale Trail

**0%**

Of shoppers bought second hand for the first time this year on the Trail

## Intended Redistribution of Unsold Items

What participants intend to do with items they did not sell on the Trail



# COMMUNITY ENGAGEMENT



61

Average # of community interactions per garage sale

2,290

Total interactions in your community over the weekend as a result of Garage Sale Trail

## Hours Invested by Sellers & Shoppers

More than

8,935

Hours invested by sellers & shoppers

SELLERS

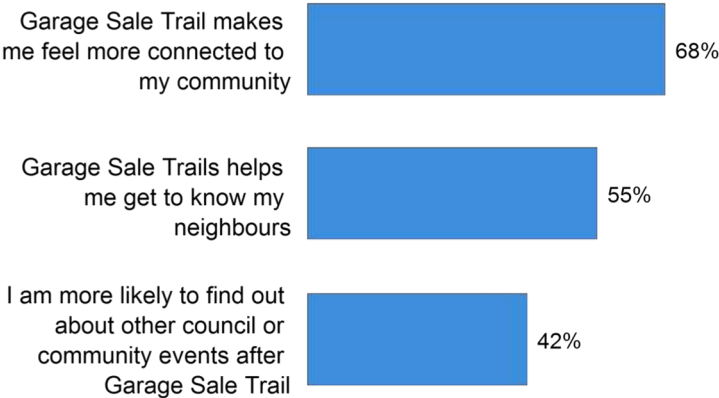
SHOPPERS

26

3

Average hours invested

## Community Building



## Visits to Sale Pages in Your Community

2,757

Visits to [garagesaletrail.com.au](http://garagesaletrail.com.au) sale pages in your council area



# MEDIA CAMPAIGN OUTCOMES

A 10 week media campaign ran nationally from 10 August-21 October 2018.  
This Campaign included print, TV, radio and online news.



SOUTH AUSTRALIA



NATIONAL

# of media articles

**174**

**638**

Cumulative # of  
people reached

**6,747,213**

**15,114,080**

Media that references  
reuse/waste

**60%**

**54%**

## National Media Highlights

Media generated across the country  
included coverage in the following outlets:



ABC  
Radio National



## TV Advertising

A 30 second TV advert aired from September-October 2018  
across the following TV channels nationally:



## State Media Highlights

Media generated across the state included  
coverage in the following outlets:



# DIGITAL MARKETING CAMPAIGN

A 10 week digital marketing campaign to recruit participants to the program and spread the reuse message ran from 10 August-31 October 2018. The campaign included: website, email & content marketing, online advertising, social media and an influencer program.



## Website



SOUTH AUSTRALIA



NATIONAL

Website  
page views

**176,765**

**2,553,317**

Website  
sessions

**19,906**

**279,192**

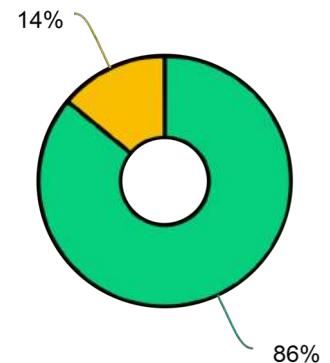
## Social Media

**3m**

Reach of Garage Sale  
Trail social media

● Positive  
● Negative  
● Neutral

Sentiment of  
social media posts  
& comments



## Email Marketing

**335,913**

Reach of email marketing activities

## Top Influencer Posts



kyalandkara  
219k followers

The Block contestants



iamlaurawells  
75.8k followers

Environmental



mrspress  
17.6k followers

Vogue's Sustainability Editor

# LOCAL ECONOMIC OUTCOMES



YOUR COUNCIL

Total \$  
generated

**\$18,746**

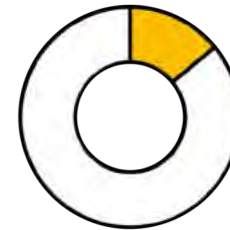
Average \$ made  
per household sale

**\$319**

Average \$  
made per non-  
household sale

**\$596**

Fundraising



**14%**

of local sellers were  
fundraising for a charity  
or community group



**Katrina Telfer** We had a great day. Chose not to put it in the paper but just used social media plus our local council advertising and the bunting and signage from GST. We were picked up by the radio too which possibly helped. Sold around \$1000 worth and have dona... [See More](#)

[Like](#) · [Reply](#) · [Message](#) · 2d



**\$2,616**

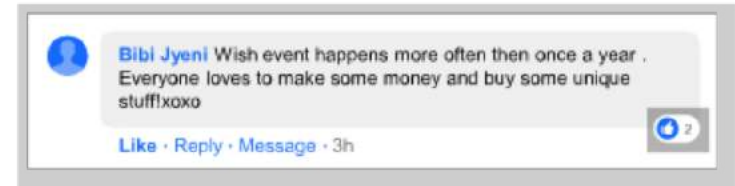
Amount raised  
for charities and  
community groups in  
your community



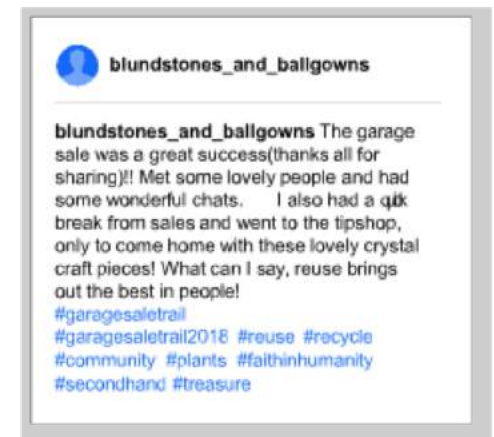
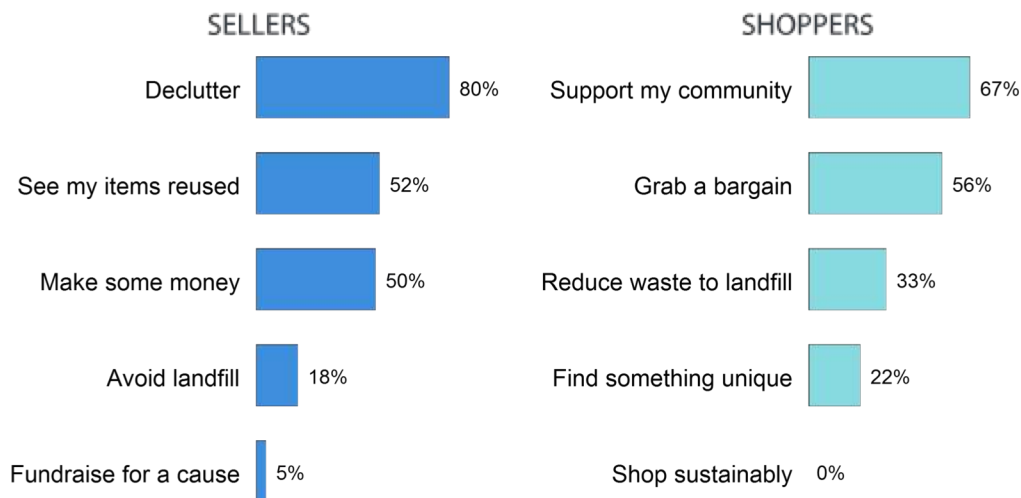
# COMMUNITY FEEDBACK



## Residents Intention to Participate Again



## Reasons for Participating



# COMMUNITY & COUNCIL



## 47%

of participants know that councils are making Garage Sale Trail possible

## 72%

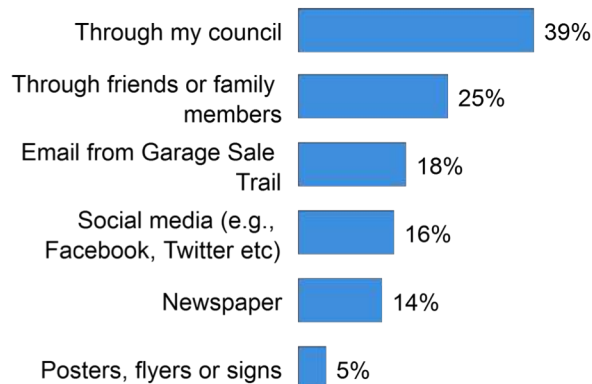
Of participants felt that Garage Sale Trail should always be supported by council or is a good use of council money



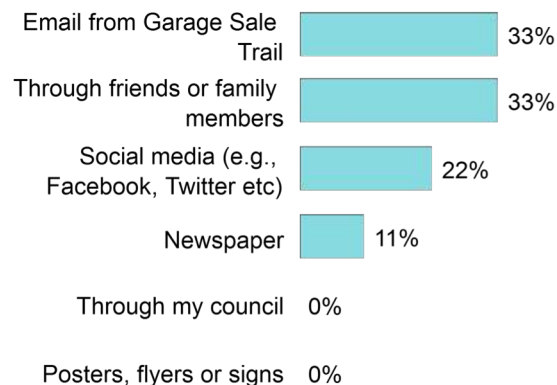
- A good use of council money
- An event that should always be supported by council
- Not a good use of council money
- No opinion

## How Residents Heard About the Program

### SELLERS



### SHOPPERS



# COUNCIL FEEDBACK



## Participating Councils



National

**150**

# of participating  
councils & groups

**41%**

% of the population  
represented

## Results

**90%**

Satisfied with the #  
of sales

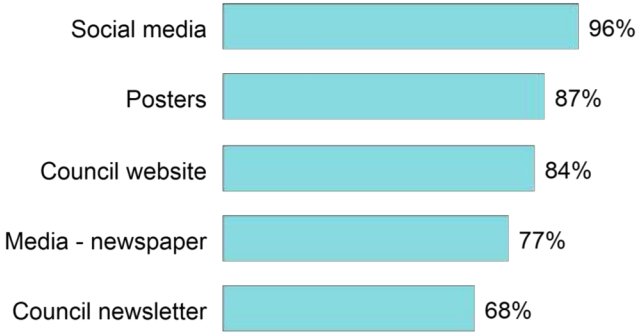
**90%**

Satisfied with the #  
of shoppers

**94%**

would recommend  
the program to  
another council

## Council Promotion of the Program



## Council Investment

**2.1**

average hours invested  
by councils delivering  
the program (Aug - Oct)



# COUNCIL LEADERBOARD

Based on garage sales & stalls registered at [garagesaletrail.com.au](http://garagesaletrail.com.au) between 10 August-21 October 2018.



## National

Rank	Name of Council	# of Sales & Stalls Registered
1	Brisbane City Council, QLD	552
2	Inner West Council, NSW	414
3	Newcastle City Council, NSW	381
4	City of Sydney, NSW	328
5	Rural City of Wangaratta, VIC	311
6	Wyndham City Council VIC	261
7	Gympie Regional Council, QLD	248
8	Central Coast Council, NSW	220
9	City of Onkaparinga, SA	215
10	City of Hobart, TAS	186

## South Australia

Rank	Name of Council	# of Sales & Stalls Registered
1	City of Onkaparinga	215
2	City of Tea Tree Gully	117
3	City of Burnside	55
4	The Barossa Council	54
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# ABOUT THIS REPORT



Your council impact report provides you with a summary of Garage Sale Trail impacts in your community in 2018. The data presented has been analysed and prepared by third party research company, Taverner Research.

Data was collected between 10 August and 7 November 2018 using:

- Participant registration data provided at [www.garagesaletrail.com.au](http://www.garagesaletrail.com.au)
- An online survey of sellers and shoppers (seller survey completion rate: 26%)
- Media and marketing monitors including Google Analytics & iSentia

## NOTES FOR INTERPRETING THIS REPORT

Local participation data reflects information provided by sellers between 10 August and 20 October 2018 via their registration at [garagesaletrail.com.au](http://garagesaletrail.com.au) except for total participation and total participating households where data collected from the online survey was also used.

Stall numbers reflect information provided by the group sale host as part of their registration.

Data collected by the seller and shopper survey provide estimations of the impacts of the program in your area only. Figures do not represent exact numbers for all sales.

Aggregated data reported may be different (+ / - 1%) due to rounding.

In some instances, the sum of displayed responses to a single question exceeds 100%. This reflects questions that allowed multiple answers from the same respondent.

Social media examples included in this report may not come from residents in your community.







COUNCIL  
CHIEF EXECUTIVE OFFICER  
REPORT  
18 DECEMBER 2018

7.2.1 CHIEF EXECUTIVE OFFICER - DEBATE AGENDA

7.2.1.1  
SOCIAL MEDIA POLICY  
B1485

Author: Communications and Engagement Officer

PURPOSE

To endorse proposed changes to Council's Social Media Policy at *Attachment 1*.

RECOMMENDATION

That Council receives, considers and approves the updated Social Media Policy.

REPORT

Background

The Social Media Policy was approved in 2015 to guide staff access, use, governance, moderation and monitoring of Council's social media applications. It is subject to periodic review and is presented for approval with non-substantive changes.

Introduction

The Policy provides a framework for Authorised Council Employees to manage social media traffic when conducting official Council business and comply with records management responsibilities. It is supported by a corresponding Social Media Process.

Discussion

Updates to the Policy are considered non-substantive and primarily reflect:

- changes to terminology and legislation
- greater alignment with Council's Social Media Process regarding opening and closing a Social Media Account
- Less onerous reporting requirements to CMT on the basis of successful social media pilot projects for the Barossa Council Public Library and Barossa Visitor Centre.

Summary and Conclusion

Council is asked to approve the updated Social Media Policy, noting the proposed changes as presented.

ATTACHMENTS OR OTHER SUPPORTING REFERENCES

14/42256 – Updated Social Media Policy

## COMMUNITY PLAN / CORPORATE PLAN / LEGISLATIVE REQUIREMENTS

### Community Plan



#### How We Work – Good Governance

### Corporate Plan

6.2 Ensure that Council's policy and process frameworks are based on principles of sound governance and meet legislative requirements.

### Legislative Requirements

Local Government Act 1999 Section 50

Independent Commissioner Against Corruption Act 2012

## FINANCIAL, RESOURCE AND RISK MANAGEMENT CONSIDERATIONS

Proposed changes have no implications for current service levels.

## COMMUNITY CONSULTATION

Consultation is not required under policy or legislative requirements.

# THE BAROSSA COUNCIL

## SOCIAL MEDIA POLICY



<u>Corporate Plan Link:</u>	<u>6.7 Implement strategies for the community to be actively engaged in Council decision making through sound information and communication</u>		
<u>Policy Owner:</u>	<u>CEO</u>	<u>Previous Approval Date(s):</u>	<u>29/05/2015</u>
<u>Document Control Officer:</u>	<u>Communications and Engagement Officers</u>	<u>Current Approval Date:</u>	<u>29/11/2018</u>
<u>HPE Content Manager Ref:</u>	<u>14/42256</u>	<u>Next Review Date:</u>	<u>29/11/2020</u>

<u>Strategic Plan Outcome:</u>	<u>4.3 Governance—Systems</u>	<u>Document Code:</u>	<u>TBC-POC0750</u>
<u>Policy Owner:</u>	<u>Chief Executive Officer</u>	<u>Last Revised Date:</u>	<u>New Policy</u>
<u>Document Control:</u>	<u>Communications and Engagement Officers</u>	<u>TRIM Reference:</u>	<u>14/42256</u>
<u>Date Approved:</u>	<u>VERSION 2.0 / xxxxx</u>	<u>Next Review Date:</u>	<u>29 Nov 2020</u>

1.	Purpose
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- 1.1 This Policy provides a framework for Authorised Council Employees to:
- manage the flow of information delivered and received by Council through its Social Media applications when conducting official Council business; and
  - assist in the compliance of Council's records management responsibilities.

2.	Scope
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- 2.1 This Policy applies to those digital spaces where people may comment, contribute, create, post, upload, forward and share content.
- 2.2 This Policy does not apply to personal use of Social Media where Employees and Elected Members publish information in their personal capacity (and not on behalf of, or in association with Council) where no reference is made to Council, its Elected Members, Employees, policies, services or any other issue related to Council.

However, if such a reference is made while using Social Media in a personal capacity,



Employees and Elected Members should be aware that their behaviour may be governed by the relevant Code of Conduct.

- 2.3 This Policy does not deal with Employees accessing Social Media sites for personal use during business hours – refer to *Acceptable Use of ICT Resources Policy*.

3.	Definitions
Account	The profile an organisation or an individual uses on a Social Media application. Council manages two forms of accounts: <ul style="list-style-type: none"> <li>• Corporate account – managed by the platform administrator (CMO) and used to communicate on cross-Council matters</li> <li>• Targeted account – managed by Authorised Council Employee(s) to communicate specific information to a specific audience eg Library, Youth.</li> </ul>
Authorised Employee	A Council Employee who has been authorised by the Chief Executive Officer or his/her delegate and trained to monitor, post and respond on Council's Social Media application(s).
Blog	Blog is a shortened term for 'web log'. Any comment, article, diary, text on the internet can be considered a 'blog'.
Comment	A comment is information or text contributed by one user to another in an online service.
Copyright/Plagiarism	A term that identifies the legal protection given to the creator of an original work.
Elected Member	All elected members of The Barossa Council including the Mayor.
Hashtag	A word or phrase preceded by a hash sign (#), used on social media sites such to identify messages on a specific topic. Words preceded by a hashtag are publicly viewable, become grouped and searchable. No individual or organisation can control a hashtag, they are publicly crowd generated and driven.
Notifications	Notifications are messages sent from social media sites. They can appear as an alert to a user from within the social media platform or be delivered via other medium such as email.
Platform Administrator	Identifies the Council's Communications and Marketing Officer (CMO).
Post	A post is content that has been contributed by a user to a social media channel. Posts can include text, images, video.
Social Media	Group term for a range of on-line communication channels, which enable content sharing and collaboration. Including but not limited to: social networking sites (eg Facebook, LinkedIn); microblogging sites (eg Twitter); blogs; podcasts; forums and discussion boards; wikis.
Tagging	On social media platforms, a 'tag' is a one use or users mention another in a post or contributed content. Users can also be identified in a picture via a 'tag'.

4.	Policy Statement
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#### 4.1 Strategic Use of Social Media

- 4.1.1 Council will use Social Media as an additional and complementary tool to develop and maintain positive relationships with its community. Social Media provides a digital space where Council can:

- listen to the needs of its community and respond;
- provide community members with a space to actively participate in discussions that are important to them;
- increase resident's access to Council;
- increase Council's access to residents to improve the accessibility of Council communication;
- direct the community to information, consultation, community engagement events and photographs; and
- promote activities, events and programs.

4.1.2 Council's Social Media should be used wherever appropriate as additional support when Council consults with its community in accordance with its *Public Consultation Policy*.

4.1.3 Information, images or footage which is distributed through Social Media in the conduct of Council business will be:

- managed as official records in accordance with Council's *Records Management Policy and General Disposal Schedule*; and as per the Social Media Process; and
- subject to the provisions of the *Freedom of Information Act 1991* and may be accessed by an applicant, with certain restrictions.

## 4.2 Monitoring and Accountability

4.2.1 Council Accounts will be monitored by Authorised Employees who are approved to monitor each account.

4.2.2 All access and activity on Accounts shall be in accordance with *Council Acceptable Usage of ICT Resources Policy*.

4.2.3 It is not realistic for Authorised Employees to effectively respond to these communications outside of normal business hours. Council's Social Media Process outlines response guidelines for managing and monitoring Council Accounts.

## 4.3 Behaviour

4.3.1 Social Media is merely a further tool for engagement with the community and is subject to ~~the Council's Human Resource Management Policy. Code of Conduct for Council Members or Council Employees.~~ Any allegations or breaches of the relevant Code of Conduct shall be reported in the case of an:

1. Elected Member pursuant to the ~~Complaint Handling Process Under the Code of Conduct for Council Members Process for Handling Allegations of an Elected Members' Breach of the Behavioural Code~~; and
2. Council Employee to the Chief Executive Officer; or in the case of the Chief Executive Officer to the Mayor of Council.

4.3.2 The Mayor and the Chief Executive Officer, as Council's appointed authorised persons may respond and engage on Council's Corporate Social Media Account. But for consistency purposes, Elected Members will not engage with Council's Corporate Social Media Account.

- 4.3.3 Comments by community members which amount to a complaint or a request for service, and which are posted on Council's Social Media should be acknowledged by an Authorised Employee and managed in accordance with *Council's Complaint Handling Policy, Request for Service Policy and Social Media User Guide*.

#### 4.4 Content

- 4.4.1. All content must be accurate, factual and updated when appropriate using Plain English ~~(in accordance with the Social Media Style Guide)~~.
- 4.4.2 All content that is on reasonable ground not accurate or factual will be removed by Council.
- 4.4.3 Council's Social Media sites should provide:
- (i) links to Council's website at [www.barossa.sa.gov.au](http://www.barossa.sa.gov.au) for more information, forms, documents or online services necessary to conduct business with Council; and
  - (ii) User Terms and Conditions as approved by CMT to outline Council's expectations of community members who wish to interact within the digital space – to include the action the Authorised Employee will take if prohibited content is posted and definitions of the prohibited content.

#### 4.4.4 Prohibited Content

The following will not be tolerated on Council's Social Media and, in accordance with clause 4.4.2 above, will be immediately removed by an Authorised Employee should it be posted by anyone:

- Abusive or profane comments.
- Bullying or harassing comments.
- Confidential material.
- Copyrighted material.
- Discriminatory language or material – in relation to a person or group based on age, colour, creed, disability, family status, gender, nationality, marital status, parental status, political opinion/affiliation, pregnancy or potential pregnancy, race or social origin, religious beliefs/activity, responsibilities, sex or sexual orientation.
- Inappropriate material including that of a sexual nature.
- Endorsements for a third-party organisation unless otherwise approved by Council or the Chief Executive Officer.
- Material that is or potentially against the law (e.g. defamation, privacy, trade practices, trademarks).
- Images that may identify individuals (photographs/video) without their permission or that from their parent/guardian.
- Materials which could compromise Council, Employee or system safety.
- Materials which breach a Council policy.
- Materials which could damage Council's reputation.



- Materials which are offensive to the reasonable person.
- Personal details or references to Elected Members, Council Employees or related parties.
- Political or election-related lobbying (however, information which promotes or encourages participation in Local Government elections is permitted).
- Spam, junk mail or advertising.
- Or any other material considered inappropriate.

4.4.5 At all times Council reserves the right to access Authorised Employee login information.

4.4.6 Council Accounts shall not be utilised for posts or comments in relation to any development assessment under the *Development Act*.

4.5 Opening and Closing an application or account

To establish a new Social Media Account for Council a business case must be presented to CMT detailing those considerations addressed in the Social Media Process. ———

Social Media applications or accounts which no longer provide an effective communication ——— tool, or which have become too resource-intensive to maintain will be closed on instruction by the Chief Executive Officer.

4.6 Reporting

All Social Media activity relevant to Council and Council business ~~will be monitored regarding trends periodically, and sent to the Corporate Management Team by the CMOs should be captured in line with the Social Media Process.~~

4.7 Records Management

All Social Media activity falls within Council Records Management responsibilities and therefore all posts shall be managed in accordance with *Council's Records Management Policy*.

4.8 Continued Unreasonable Conduct of Users

If a user of Council's Social Media, after being warned of their inappropriate use, continues to post Prohibited Content as outlined in clause 4.5.4, Council reserves the right to suspend or block a user from the relevant; or all Council Social Media sites. Council will at all times allow a user to change their behaviour before instigating such action and will adhere to the principles of natural justice.

## 5. Supporting Documentation Process

Social Media Process

Social Media Account Authorised Employee Application Form

Social Media User Guide

Terms and Conditions of Approval: Template

## 6. Related Policies

Complaint Handling Policy

Request for Service Policy  
Council Committees (Terms of Reference)  
Acceptable Use of ICT Resources Policy  
Caretaker Policy  
Code of Conduct for Council Members  
Code of Conduct for Employees  
Public Consultation Policy  
Records Management Policy

## 7. References-Legislation and References

LGA's Model Social Media Policy with a Social Media Issues Paper for SA Councils  
Copyright Act 1968 (Cth)  
Defamation Act 2005 (SA) Freedom of Information Act 1991 (SA)  
State Records Act 1997 (SA)  
General Disposal Schedule  
Independent Commissioner Against Corruption Act 2012  
Local Government Act 1999 (SA)

## 8. Review

This Policy shall be reviewed by the Policy Owner in consultation with the relevant stakeholders, within four years or more frequently if legislation or Council needs change.

## 9. Further Information

9.1 This Policy is available on Council's website at [www.barossa.sa.gov.au](http://www.barossa.sa.gov.au). It can also be viewed electronically at Council's principal office at 43-51 Tanunda Road, Nuriootpa and all Council branches, during ordinary business hours. A copy of this Policy can be obtained at those venues upon payment of a fixed fee.

9.2 Complaints regarding this Policy or its application can be made to the Customer Service team on 8563 8444 or [barossa@barossa.sa.gov.au](mailto:barossa@barossa.sa.gov.au) at first instance, who will refer you to the most appropriate officer according to Council's Complaints Handling Policy (see clause 9.1 above for availability).

~~This Policy is available for inspection at the Council offices at 43-51 Tanunda Road, Nuriootpa and all Council branches, during ordinary business hours. It is also available for inspection, download or printing, free of charge, from Council's web site: [www.barossa.sa.gov.au](http://www.barossa.sa.gov.au).~~

~~Any grievances in relation to this Policy or its application should be forwarded in writing addressed to the Chief Executive Officer of Council, PO Box 867, Nuriootpa SA 5355.~~

SIGNED: .....

DATED:

.....  
Mayor Bim Lange

## 10. Policy Version History

<u>Version No:</u>	<u>Approval Date:</u>	<u>Description of Change:</u>
<u>1.0</u>	<u>29/5/15</u>	<u>New Policy</u>
<u>2.0</u>	<u>29/11/2018</u>	<u>Updated with terminology changes</u>

DRAFT



COUNCIL  
EXECUTIVE SERVICES  
CHIEF EXECUTIVE OFFICER REPORT  
18 DECEMBER 2018

7.2.1 DEBATE AGENDA – CHIEF EXECUTIVE OFFICER

7.2.1.2

INFORMAL GATHERINGS POLICY

B1485

Author: Governance Advisor

PURPOSE

Council is asked to receive, consider and approve the updated Informal Gatherings Policy as attached.

RECOMMENDATION

That Council receives, considers and approves the Informal Gatherings Policy attached to this report.

REPORT

Background

Pursuant to section 90(8) of the *Local Government Act 1999* (the "Act"), Council or Council committees may hold informal gatherings, provided that:

- (a) Council or the Council committee does not make a decision or effectively pre-empt a decision on a matter that would ordinarily be dealt with at a Council or Council committee meeting;
- (b) Council has approved an Informal Gatherings Policy; and
- (c) The informal gathering complies with the Informal Gatherings Policy.

Introduction

Council's current Informal Gatherings Policy was adopted on 24 January 2017. There have been no legislative changes on the subject since then. Following the general elections, Council is now required to review its Informal Gatherings Policy, and ensure that it adopts a policy on informal gatherings, in order to be able to hold informal gatherings in the future.

Discussion

The draft Informal Gatherings Policy includes minor corrections, and an added provision at clause 3.1.3, which has been inserted from the Local Government Association's Model Informal Gatherings Policy. The clause reflects clause 3.2.2 of the current Policy, which states that Council decisions cannot be made (or effectively made) during designated informal gatherings. Section 90(8) of the Act prescribes this restriction to both informal gatherings and designated informal gatherings. The new clause 3.1.3 reiterates this legislative requirement with respect to informal gatherings that are not designated informal gatherings.

### Summary and Conclusion

Council is now asked to consider and approve the attached draft Informal Gatherings Policy.

## ATTACHMENTS OR OTHER SUPPORTING REFERENCES

Attachment 1: Draft Informal Gatherings Policy

## COMMUNITY PLAN / CORPORATE PLAN / LEGISLATIVE REQUIREMENTS



### How We Work – Good Governance

#### Corporate Plan

##### Community and Culture

- 2.3 Support and promote community involvement and networks and provide opportunities for participation in local decision making.

##### How we work – Good Governance

- 6.2 Ensure that Council's policy and process frameworks are based on principles of sound governance and meet legislative requirements.
- 6.7 Implement strategies for the community to be actively engaged in Council decision making through sound information and communication.

#### Legislative Requirements

*Local Government Act 1999, section 90(8)*

*Local Government (General) Regulations 2013, regulation 8AB*

## FINANCIAL, RESOURCE AND RISK MANAGEMENT CONSIDERATIONS

Financial – There are no financial considerations.

Resource – There are no resource considerations.

Risk Management – Council reduces its risk by having a compliant policy for informal gatherings.

## COMMUNITY CONSULTATION

There is no community consultation required under the *Local Government Act 1999*. Additionally, by way of best practice no further consultation is required as this draft informal Gatherings Policy is based on a Local Government Association model as drafted by Wallmans Lawyers. The community's interest as to improved transparency of Council's decision-making process have been well represented by the Ministerial oversight in establishing specific policy and process for informal gatherings.

# THE BAROSSA COUNCIL

## INFORMAL GATHERINGS POLICY



Corporate Plan:	6.2 Ensure that Council's policy and process frameworks are based on principles of sound governance and meet legislative requirements.		
Policy Owner:	Chief Executive Officer	Previous Approval Date(s):	16/02/2016, 15/11/2016 <u>24/01/2017</u>
Document Control Officer:	Governance Advisor	Current Approval Date:	<u>XX/XX/20XX</u>
TRIM Reference:	<del>16/6339</del> * <u>17/7208</u>	Next Review Date:	Next periodic election

### 1. Purpose

- 1.1 Section 90(8) of the *Local Government Act* allows informal gatherings or discussions to be held provided that the gathering or discussion does not obtain, or effectively obtain, a decision on a matter outside a formally constituted meeting of the council or council committee.
- 1.2 This Policy aims to ensure that the statutory requirements for openness and transparency in The Barossa Council's ("Council's") decision-making are observed; while providing an opportunity for confidential discussions among Elected Members or Council committee members where this is warranted by the nature of the gathering or subject matter to be discussed.

### 2. Scope

- 2.1 This Policy applies to informal gatherings of the Council or a Council committee, including designated informal gatherings or discussions.
- 2.2 An "informal gathering" is a gathering or discussion to which all Council members or Council committee members (as the case may be) are invited, even if not all attend.
- 2.3 The *Local Government (General) Regulations 2013* define a 'designated informal gathering or discussion' as:

*an event organised and conducted by or on behalf of the Council or Chief Executive Officer to which members of the Council or Council committee (as the case may be) have been invited and that involves discussion of a matter that is, or is intended to be, part of the agenda for a formal meeting of the Council or Council committee.*

- 2.4 An informal gathering which does not involve discussion of a matter that is, or is intended to be, part of the agenda for a formal meeting of the Council or Council committee, is not a 'designated informal gathering or discussion'.



3.1 Purpose of informal gatherings or discussions

3.1.1 The *Local Government Act* sets out the following examples of informal gatherings or discussions:

- planning sessions associated with the development of policies or strategies briefing or training sessions
- workshops
- social gatherings to encourage informal communication between Members or between Members and staff.

3.1.2 Informal gatherings of Elected Members or Council committee members (either with or without Council staff) are, by their nature, non-compulsory. However, all Elected Members and Council committee members are encouraged to attend relevant informal gatherings, particularly where the informal gathering or discussion is intended to provide history, context or additional information to Elected Members or Council committee members.

3.1.3 Section 90(8) of the *Local Government Act* allows informal gatherings or discussions to be held provided that the gathering or discussion does not obtain, or effectively obtain, a decision on a matter outside a formally constituted meeting of Council or Council committee.<sup>[RM1]</sup>

3.2 Purpose of designated informal gatherings or discussions

3.2.1 Designated informal gatherings or discussions may be used to:

- discuss issues that involve strategy or policy or other matters of Council administration
- brief Elected Members or Council committee members on issues relating to matters which will be included on the agenda of a formal meeting of the Council or Council committee.

3.2.2 Designated informal gatherings and discussions will be used solely for the purpose of information sharing and not for the purpose of determining, or effectively determining, matters which should be determined at a formally constituted meeting of the Council or Council committee.

3.3 Designated informal gatherings or discussions to be open to the public, except in special circumstances

3.3.1 Designated informal gatherings or discussions will be held at a place open to the public, except where the designated informal gathering or discussion has been declared by the Council or Chief Executive Officer to be a 'confidential informal discussion'.

3.3.2 The Council or Chief Executive Officer may, on a case-by-case, declare a designated informal gathering or discussion to be a 'confidential informal discussion' where the designated informal gathering or discussion is either a:

- planning session of a general or strategic nature; or

- briefing session relating to information or a matter of a confidential nature within the ambit of section 90(3) of the *Local Government Act* (see attachment).

3.3.3 An informal gathering or discussion of the Council or a Council committee which is not a designated gathering or discussion will not be open to the public, unless otherwise determined by the Council or Chief Executive Officer.

#### 3.4 Processes applying to designated informal gatherings or discussions

3.4.1 Both the Chief Executive Officer and the Council are responsible for ensuring designated informal gatherings or discussions are conducted in accordance with the *Local Government Act*.

3.4.2 Designated informal gatherings or discussions are not subject to the procedural meeting requirements of the *Local Government Act* and *Local Government (Proceedings at Meetings) Regulations 2013*.

3.4.3 Designated informal gatherings or discussions will be chaired by the Mayor, or in his absence, the Deputy Mayor or in his/her absence, an Elected Member appointed at the meeting by the Elected Members present. The Chair is responsible for ensuring that the purpose, intent and outcomes of the designated informal gatherings or discussions are consistent with section 90 of the *Local Government Act*.

3.4.4 Formal minutes of a designated informal gathering or discussion will not be recorded. Notes of a designated informal gathering or discussion may be tabled at the Council meeting following the designated informal gathering or discussion.

3.4.5 If a designated informal gathering or discussion has been declared to be a 'confidential informal discussion', then the designated informal gathering or discussion may be attended by Elected Members, the Chief Executive Officer and any other person invited to attend by the Council or the Chief Executive Officer.

3.4.6 If a confidential informal discussion declaration has been made in respect of only some of the matters to be discussed at a designated informal gathering or discussion, then these confidential matters will be scheduled to be discussed at the end of the agenda for the designated informal gathering or discussion. The designated informal gathering or discussion will be open to the public until immediately prior to the discussion on confidential matters commencing, unless visitors to the meeting form part of the confidential informal discussion and the Mayor or Chief Executive Officer has approved that the scheduled item can be undertaken earlier on the agenda.

3.4.7 Should a matter be referred to the designated informal gathering for urgent discussion outside of the published agenda, it will be dealt with as an "Other Business" item.

#### 3.5 Publication of information relating to designated informal gatherings or discussions

3.5.1 For all designated informal gatherings or discussions, the following information will be published on the Council's website at [www.barossa.sa.gov.au](http://www.barossa.sa.gov.au):

- the place, date and time at which the designated informal gathering or discussion will be held;

- the matter that is to be discussed at the designated informal gathering or discussion;
- whether or not the designated informal gathering or discussion is to be held at a place open to the public.

3.5.2 Where a confidential informal discussion declaration applies to a designated informal gathering or discussion, the reason for the designated informal gathering or discussion being held entirely or partially in confidence must be published on Council's website.

#### 4. Supporting Process

Complaint Handling under the Code of Conduct for Council Members

#### 5. Related Policies and Codes

Code of Practice for Access to Council and Committee Meetings and Associated Documents  
Code of Conduct for Council Members

#### 6. Legislation and References

Local Government Act 1999 Section 90(8a)-(8e)  
Local Government (General) Regulations 2013

#### 7. Review

This Policy will be reviewed by the Council in consultation with the relevant stakeholders, at the next periodic election or more frequently if legislation or Council's need changes.

#### 8. Further Information

This Policy is available on Council's website at [www.barossa.sa.gov.au](http://www.barossa.sa.gov.au). It can also be viewed electronically at Council's principal office at 43-51 Tanunda Road, Nuriootpa and all Council branches, during ordinary business hours. A copy of this Policy can be obtained at those venues upon payment of a fixed fee.

Any complaint in relation to this Policy or its application should be forwarded in writing addressed to the Chief Executive Officer, PO Box 867, Nuriootpa SA 5355 or [barossa@barossa.sa.gov.au](mailto:barossa@barossa.sa.gov.au).

Signed: .....  
Mayor Michael Lange

Dated: .....

#### 10. Policy Version History

<u>Version No:</u>	<u>Approval Date:</u>	<u>Description of Change:</u>
<u>1.0</u>	<u>16/02/2016,</u>	<u>New Policy, February 2016</u>



<u>2.0</u>	<u>15/11/2016</u>	<u>Policy revised following amendments to the <i>Local Government Act 1999</i> and the commencement of the <i>Local Government (Variation) General Regulations 2016</i>.</u>
<u>3.0</u>	<u>24/01/2017</u>	<u>Policy revised following legal advice obtained by the Local Government Association on the definition of 'informal gatherings'.</u>
<u>4.0</u>	<u>XX/XX/20XX</u>	<u>Policy reviewed and adopted following general elections.</u>

DRAFT

Information and matters within the ambit of section 90(3) *Local Government Act*

- (a) information the disclosure of which would involve the unreasonable disclosure of information concerning the personal affairs of any person (living or dead);
- (b) information the disclosure of which:
  - (i) could reasonably be expected to confer a commercial advantage on a person with whom the Council is conducting, or proposing to conduct, business, or to prejudice the commercial position of the Council; and
  - (ii) would, on balance, be contrary to the public interest;
- (c) information the disclosure of which would reveal a trade secret;
- (d) commercial information of a confidential nature (not being a trade secret) the disclosure of which:
  - (i) could reasonably be expected to prejudice the commercial position of the person who supplied the information, or to confer a commercial advantage on a third party; and
  - (ii) would, on balance, be contrary to the public interest;
- (e) matters affecting the security of the Council, members or employees of the Council, or Council property, or the safety of any person;
- (f) information the disclosure of which could reasonably be expected to prejudice the maintenance of law, including by affecting (or potentially affecting) the prevention, detection or investigation of a criminal offence, or the right to a fair trial;
- (g) matters that must be considered in confidence in order to ensure that the Council does not breach any law, order or direction of a court or tribunal constituted by law, any duty of confidence, or other legal obligation or duty;
- (h) legal advice;
- (i) 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;
- (j) information the disclosure of which:
  - (i) would divulge information provided on a confidential basis by or to a Minister of the Crown, or another public authority or official (not being an employee of the Council, or a person engaged by the Council); and
  - (ii) would, on balance, be contrary to the public interest;
- (k) tenders for the supply of goods, the provision of services or the carrying out of works;
- (l) information relating to a proposed amendment to a Development Plan under the *Development Act 1993* before a Development Plan Amendment proposal relating to the amendment is released for public consultation under that Act;
- (m) information relevant to the review of a determination of a Council under the *Freedom of Information Act 1991*.

COUNCIL  
EXECUTIVE SERVICES  
CHIEF EXECUTIVE OFFICER REPORT  
18 DECEMBER 2018

7.2.1 EXECUTIVE SERVICES – DEBATE

7.2.1.3

THE BAROSSA COUNCIL QUARTER 1– 2018/19 PERFORMANCE & ACTIVITY REPORT  
18/81336

Author: Manager Strategic Projects

PURPOSE

To provide Council's Quarter 1 – 2018/19 Performance & Activity Report on measures adopted within the Barossa Council Corporate Plan 2016/17 to 2019/20.

RECOMMENDATION

That Council receives and notes The Barossa Council Quarter 1 – 2018/19 Performance & Activity Report.

REPORT

Background

Since November 2016, Council has been presented with Quarterly Performance Reports on measures adopted within the Corporate Plan.

Introduction

The Barossa Council Quarter 1 – 2018/19 Performance & Activity Report provides performance results against Corporate Plan measures as at 30 September 2018. The report also includes a suite of activity measures, providing a snapshot of activity undertaken over the quarter in the delivery of key internal and external Council services under each Community Plan Theme.

Discussion

With the ongoing implementation of Council's holistic enterprise level strategic planning and reporting software (Magiq), officers are continuing to refine counting rules and formulas for the extraction and analysis of data, which may result in the revision of previously reported results where the data has been refined or cleansed. Where this is the case, the report will include a disclaimer regarding the nature of any changes implemented and its impact on the data.

Additionally, where justification exists, performance targets may be amended to reflect a more realistic figure. As above, where this is the case, the report will include an explanation of the nature of and justification for any changes implemented and its impact on the data.

Overall, it is anticipated that comparison data reported will become more longitudinal as the reporting system grows and allow the representation of trends over time. It is anticipated that this will facilitate an increase in evidence based strategic policy decision making by Council and the executive team.



### Summary and Conclusion

The Barossa Council Quarter 1 – 2018/19 Performance & Activity Report is presented for Council consideration.

#### ATTACHMENTS OR OTHER SUPPORTING REFERENCES

The Barossa Council Quarter 1 – 2018/19 Performance & Activity Report.

#### COMMUNITY PLAN / CORPORATE PLAN / LEGISLATIVE REQUIREMENTS

##### Community Plan



##### How We Work – Good Governance

##### Corporate Plan

A6.3 Align operational strategy to strategic objectives and measure organisational performance to demonstrate progress towards achieving our goals.

##### Legislative Requirements

Nil

#### FINANCIAL, RESOURCE AND RISK MANAGEMENT CONSIDERATIONS

Current resources are sufficient to provide ongoing quarterly reporting.

#### COMMUNITY CONSULTATION

Community consultation is not required under the Act or Council's Public Consultation Policy.



# QUARTERLY PERFORMANCE & ACTIVITY REPORT

Quarter 1 – 2018/2019

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*Quarter 1 result showed a marked improvement with 83.01% of building rules consents due completed on time.*



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*Quarter 1 target not met with 70.0% of planning consents due completed on time.*

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*Target exceeded*

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*Target not met for Quarter 1.*



### Waste Disposal Rate 22

*Progressing towards target of < 60.8% with a total of 62% of waste disposed to landfill during the 1st Quarter*





Recycling Rate 24

*Progressing towards target of > 39.2% with 38% of waste recycled during Quarter 1*

Activity Snapshot 26



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Tourism Customer Satisfaction with Visitor Information Services 29

*Target met for Quarter 1 with an average rating of very good.*



Visitor Information Centre Bookings 30

*Quarter 1 revenue collected showed continuing growth since March 2018.*



Cycle Hub – Bike Hire Revenue 31

*The first quarter saw the strongest revenue recorded since December 2017.*

Activity Snapshot 32



How We Work – Good Governance ..... 33



Operating Surplus/(Deficit) Ratio ..... 33

*Result within target range for 2017/18.*



Net Financial Liabilities Ratio 34

*Result exceeded target for 2017/18.*



Customer Request Completion Rate 35

*Quarter 1 target exceeded.*



Customer Request Resolution Rate 36

*Quarter 4 target not met.*







Operational Expenditure Against Budget 38

*Quarter 1 target range not met.*





Capital Expenditure Against Budget 39

*Quarter 1 target not met.*

	Organisational Culture Improvement	41
	<i>Primarily a constructive result from the October 2016 OCI/OEI Employee survey. All Defensive styles are below the 50<sup>th</sup> percentile ring, and two Constructive styles are at or above the 50<sup>th</sup> percentile ring, which is desirable.</i>	
	Staff Development - Training	42
	<i>Target met for 2017/18.</i>	
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	<i>Target met for 2017/18.</i>	
	Staff Retention	44
	<i>Target not met, falling short by 1% with 89% of employees retained during 2017/18.</i>	
	Activity Snapshot	45

## legend

-  Target not met
-  Target at risk or not improving
-  Heading toward target or progress acceptable
-  Target achieved



## Theme 1 – Natural & Built Heritage



### Building Rules Consent Processing

The percentage of Building Rules Consent Applications completed within three months of lodgement

*Quarter 1 result showed a marked improvement with 83.01% of building rules consents due completed on time.*

#### RESULTS

#### Building Rules Consent Processing



#### INTERPRETATION

This measure is a lag indicator, with performance measured only on those consents due within the current quarter based on lodgment date within the previous quarter. This measure does not include additional consents completed during the period that are overdue or not yet due, therefore it is a reflection of Council's achievement of its designated service level for Building Rules Consent assessment (within 3 months of lodgement) for that period rather than overall rate of effort during the period.



The activity data presented on page 9 of this report provides a snapshot of actual Building Rules Consent applications approved, both on time and overdue during the first quarter.

The first quarter result shows that 83.01% of Building Rules Consents due in the first quarter were completed within three months of lodgment. Whilst these results still fall short of the targeted 90% completion rate, they represent a marked improvement from the same period last year.

#### RESPONSE

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During 2018/19, the Development Services team will participate in a key project under Council's Change Program to review policy, information, processes and systems within the development assessment area with a view to improving assessment processing turnaround times, increasing end to end electronic processing and improving our customers' experience.



## Planning Consent Processing

The percentage of Planning Consent Applications completed within three months of lodgement

*Quarter 1 target not met with 70.0% of planning consents due completed on time.*

### RESULTS

#### Planning Consent Processing



### INTERPRETATION

As per the previous measure, this measure is a lag indicator, with performance measured only on those consents due within the current quarter based on lodgment date within the previous quarter. This measure does not include additional consents completed during the period that are overdue or not yet due, therefore it is a reflection of Council's achievement of its designated service level for Development Plan Consent assessment (within 3 months of lodgement) for that period rather than overall rate of effort during the period.

The activity data presented on page 9 of this report provides a snapshot of actual Development Plan Consent applications approved, both on time and overdue during the fourth quarter.

The first quarter result shows that 70.0% of Development Plan Consents due in the first quarter were completed within three months of lodgment. These results fall well short of the targeted 90% completion rate.

#### RESPONSE

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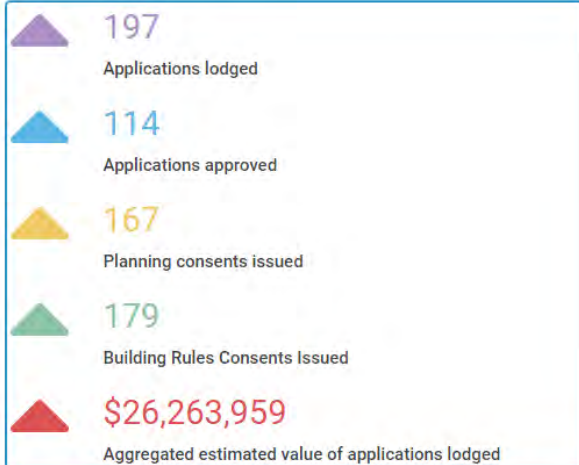
During 2018/19, the Development Services team will participate in a key project under Council's Change Program to review policy, information, processes and systems within the development assessment area with a view to improving assessment processing turnaround times, increasing end to end electronic processing and improving our customers' experience.

## Activity Snapshot

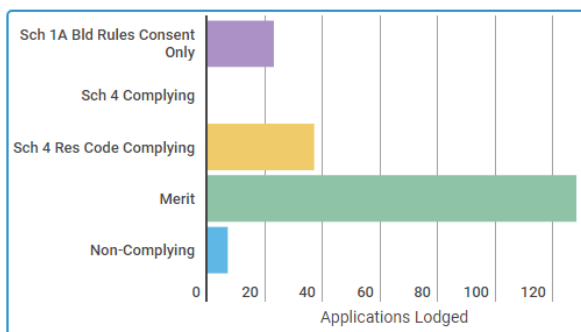


### Development Applications

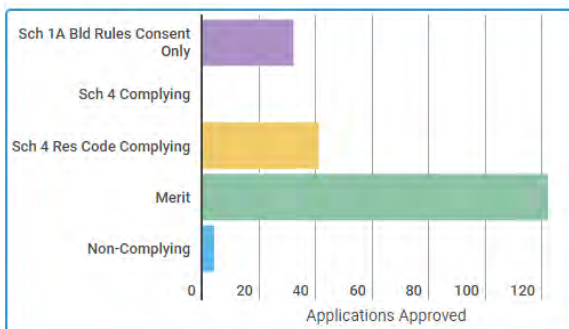
#### Development Applications Activity - Quarter 1



#### Number of Development Applications Lodged by Category - Quarter 1



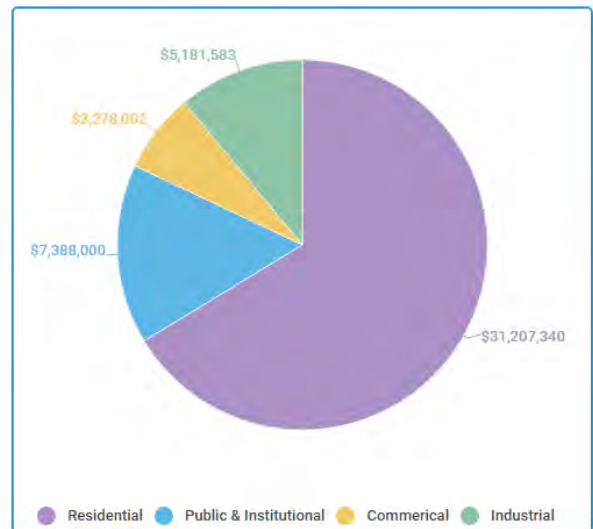
#### Number of Applications Approved by Category - Quarter 1



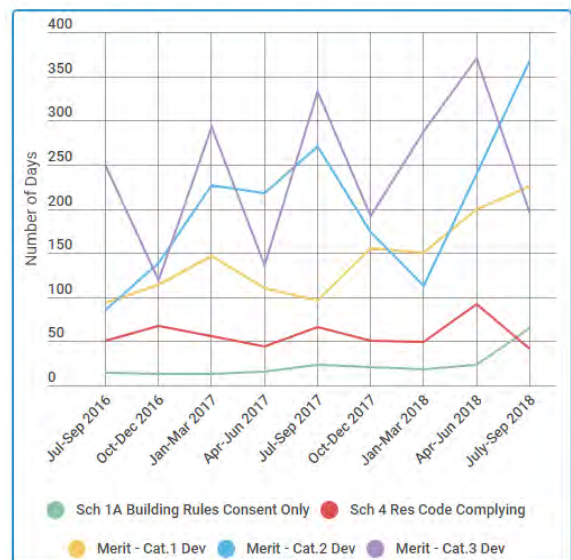
#### Applications Approved Per Development Type - Quarter 1



#### Est. Value of Applications Approved Per Development Type - Quarter 1



#### Median Number of Days for Applications to be Approved





## Building Rules Consent Activity



## Percentage of Building Rules Consents Received from Private Certifiers - Quarter 1





## Theme 2 – Community & Culture



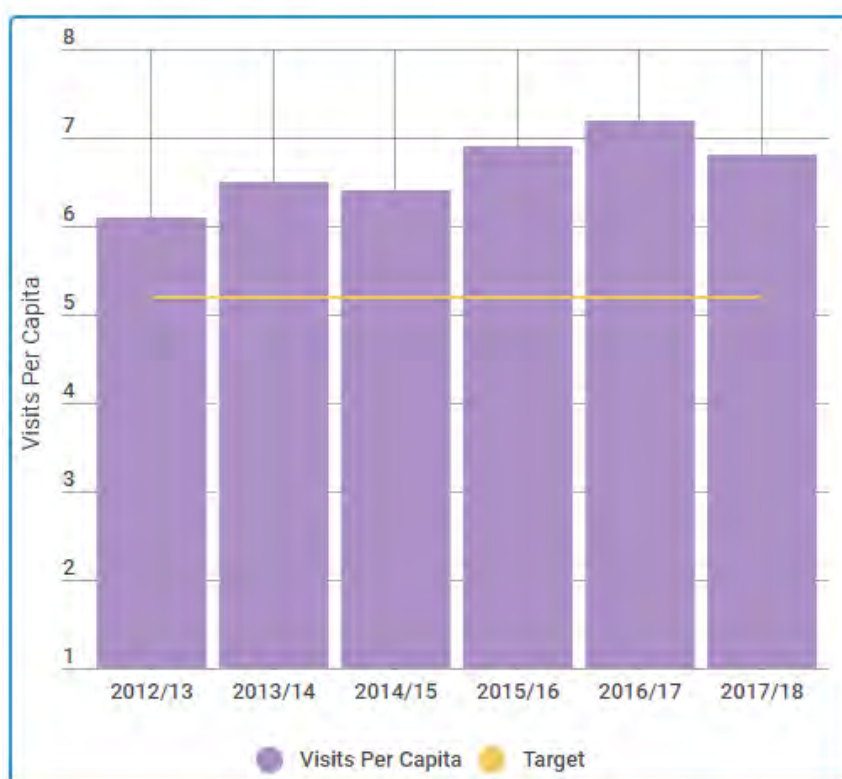
### Library Visits

The number of library visits and participation within the Barossa Council Area

Target exceeded

#### RESULTS

##### Library Visits Per Capita



#### INTERPRETATION)

Annual Measure - Library visits (159,635 during 2017/18) continue to exceed the target of 5 visits per capita due to the diverse range of activities and uses of the library including regular borrowing (235,042 items), internet and Wifi access for homework, job seekers, printing and family history. Regular events increase library visitor numbers, with 723 library events held during 2017/18 with 9,976 participants. Events included author talks, story times and children's programs, health events, book clubs, book week activities, scrabble, mah-jong, chess, writers groups, craft, art and writing groups.

#### RESPONSE

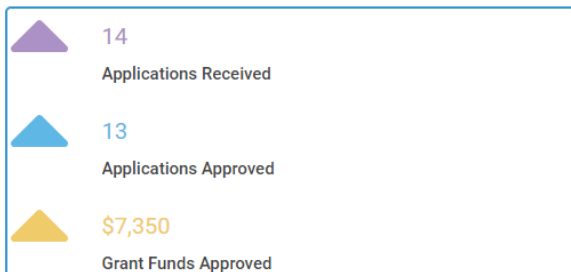
No response required.

## Activity Snapshot

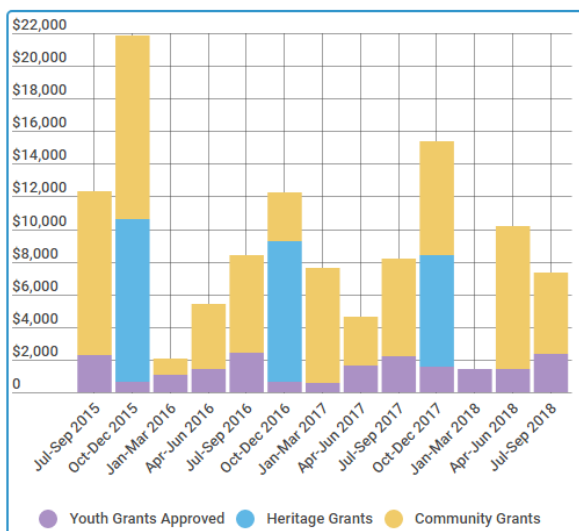


### Community Assistance Grants

#### Grants Activity - Quarter 1 Results

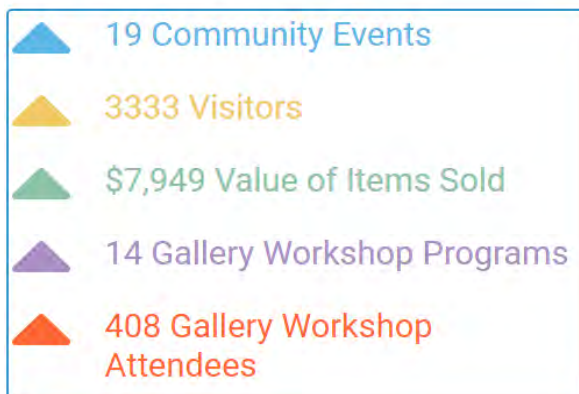


#### Value of Grant Funds Approved

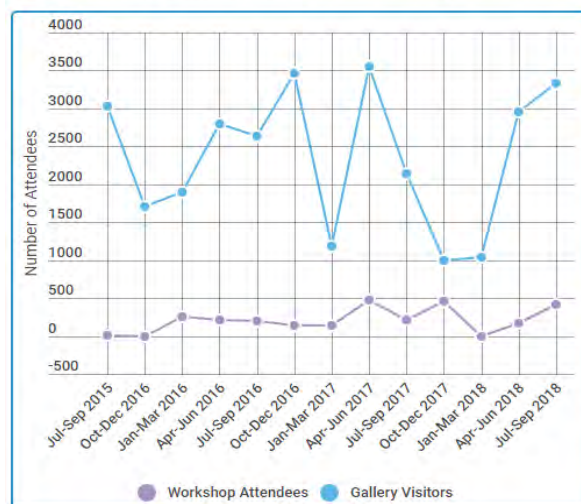


### Regional Gallery

#### Gallery Activity - Quarter 1



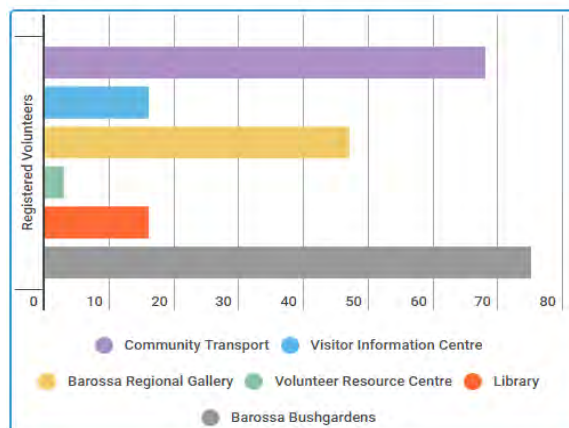
### Workshop Attendees & Gallery Visitors



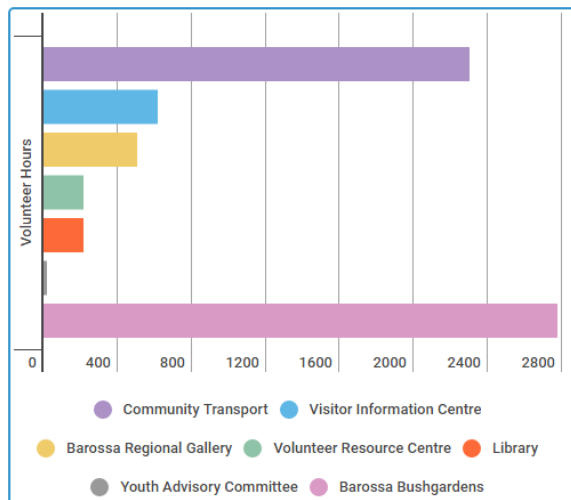
### Volunteer Management Volunteer Activity - Quarter 1



#### Registered Volunteers - As At September 2018

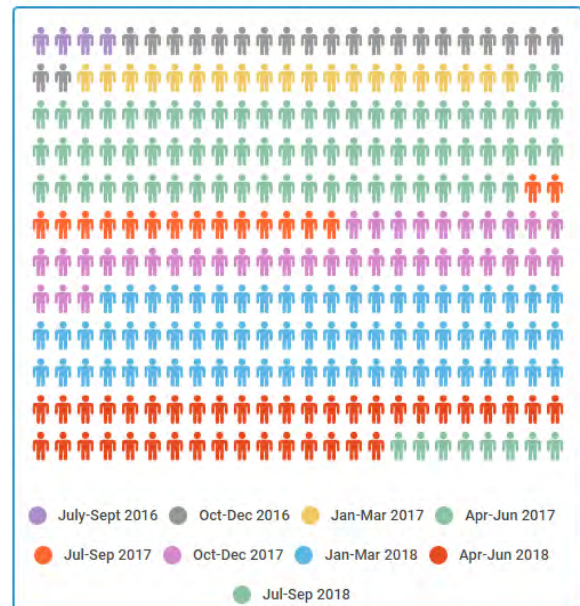


## Volunteer Hours - Quarter 1



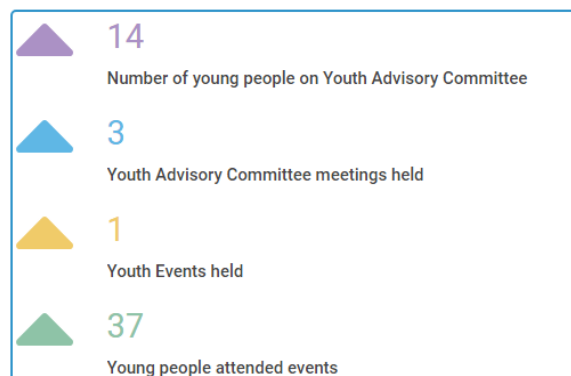
\* The above charts do not represent Council's full volunteering profile, with additional volunteers currently contributing to the community committees and other programs which don't currently formally collect volunteer data.

## Youth Event Attendance



## Youth

### Youth Activity - Quarter 1



## Library Services

### Library Activity - Quarter 1







## Theme 3 – Infrastructure



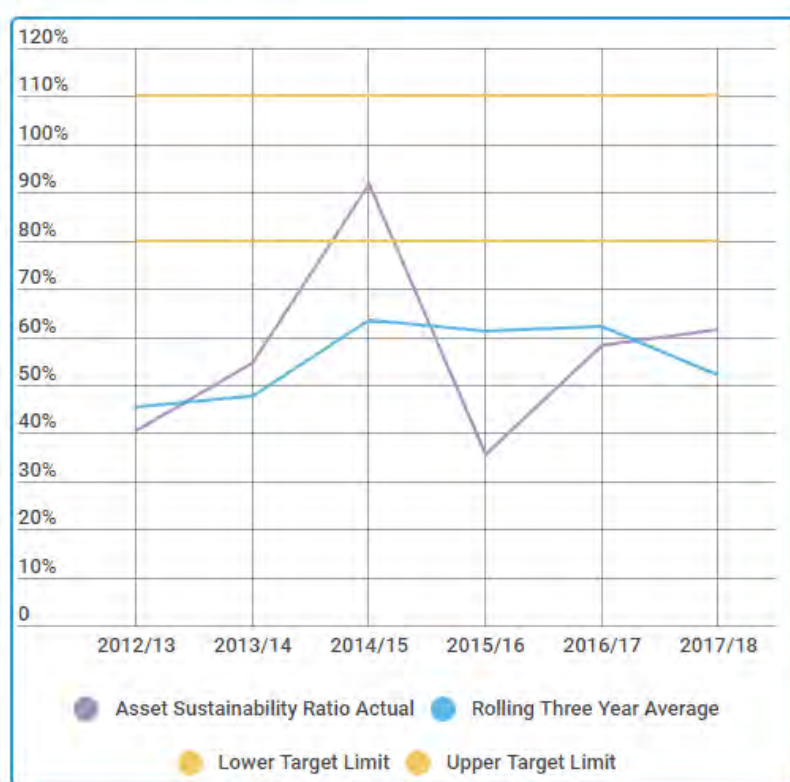
### Asset Sustainability

Ratio of Capital expenditure on renewal or replacement of assets for a period compared to the optimal level of such expenditure proposed in a Council's Infrastructure and Asset Management Plan.

*Target not met for 2017/18.*

#### RESULTS

##### Asset Sustainability Ratio



#### INTERPRETATION

Annual Measure – The Asset Sustainability Ratio uses asset depreciation expense as the denominator and expenditure on replacement and renewal as the numerator.

The Financial data reported as at 30 June 2018 in Quarter 4 – 2017/18 was based on preliminary figures and were subject to change based on the finalisation of Council's end of financial year calculations.

The updated 2017/18 result was \$4,611K/\$7,503K or a ratio of 61% which is outside the target range. The rolling three year average stands at 52%, which is also still well below the target range of 80% to 110%. The unfavorable result for the 2017/18 ratio is the result of the

ongoing under delivery of expenditure on renewal/replacement within the capital program.

In addition, a substantial amount of 'Upgraded' asset work completed each year (and for 2017/18 included capital work on Springton roads and district wide footpaths) is partly renewing components of existing assets. For normal work cycles, components of these assets would need to be replaced when the depreciation or consumption of them had reduced their remaining life to zero, but as they are being upgraded to a better service level, they are effectively replacing asset components that would normally need to be replaced as/when due.

The calculation to compile the Asset Sustainability Ratio does not include any upgrade costs as it is not considered to be 'renewal/replacement'. This is then effectively understating the expenditure for asset replacement and the ratio is not then reflecting the true actual net asset renewals.

Further this indicator is under review for its usefulness at sector level, it has inherent flaws as outlined above and is currently not being compared with predicted asset management plan spends which would see Council exceeding its target. It is the CEO's view that this indicator should be replaced with one known as the Asset Consumption Ratio which actually gives a stable long term picture of the "newness" or "utilisation" of the asset pool which indicates a much better representation over time of the state of the assets.

#### RESPONSE

The 2018/19 capital program includes \$3.259M in carry-overs from the 2017/18 capital program. It is anticipated that the delivery of these carryovers, along with the base 2018/19 capital program, will result in an asset sustainability ratio within the target range for 2018/19, along with improving the rolling three year average.

The 2018/19 capital program is already well advanced in comparison with the prior two years and significant funds have been already expended or committed at the end of quarter 1. Further the asset program will be reduced in quarter 2 as there is significant allowance for phase 1 The Big Project expenditure should the Regional Growth Fund application to the Federal Government being successful.



## Asset Spending Ratio

Ratio of asset expenditure on renewal, replacement and upgraded assets and maintenance on assets.

2017/18 target achieved.

### RESULTS

#### Asset Spending (Renewal & Upgrade) Compared to Depreciation and Target Maintenance



### INTERPRETATION

Annual Measure – As a result of Council's ongoing commitment to refining data analysis methodology and increasing the accuracy and reliability of performance data, the counting rules for this measure have been modified during 2017/18 and applied across the last three financial years to include financial data from Council's caravan parks.

The Financial data reports as at 30 June 2018 was based on preliminary figures and was subject to change based on the finalisation of Council's end of financial year calculations.

The updated 2017/18 result shows the ratio of expenditure on renewal, replacement and upgraded assets plus maintenance expenditure on assets equaled 100.3%, which is within the target range. Analysis of expenditure over a three year period also shows performance within the target range. The asset spending ratio is however on a downward trend, which is directly linked to capital project performance.

---

RESPONSE

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The downward trend in the asset spending ratio is being addressed primarily by the Works and Engineering Services Directorate via better forward planning and it is expected improved performance in the delivery of capital projects will see this trend addressed. It also reflects a low anticipated spend on maintenance activities and this has been accounted for in future budgets, especially as capital expenditure programs deliver renewed and upgraded assets, maintenance expenditure (especially reactive) is expected to be lower than long term trend.



## Activity Snapshot

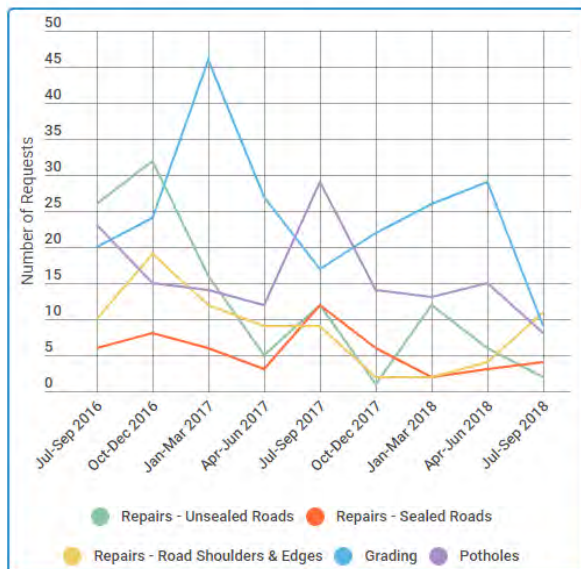


### Traffic, Road & Footpath Management

#### Footpath Maintenance Activity - Quarter 1



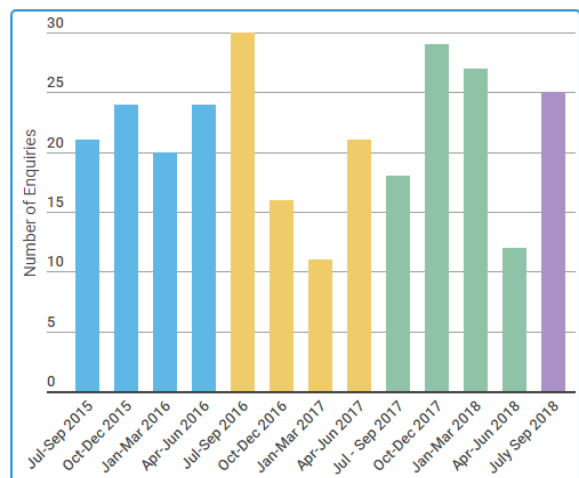
#### Traffic & Road Management - Customer Requests



#### Traffic & Road Activity - Quarter 1



### Cemetery Management Cemetery Enquiries





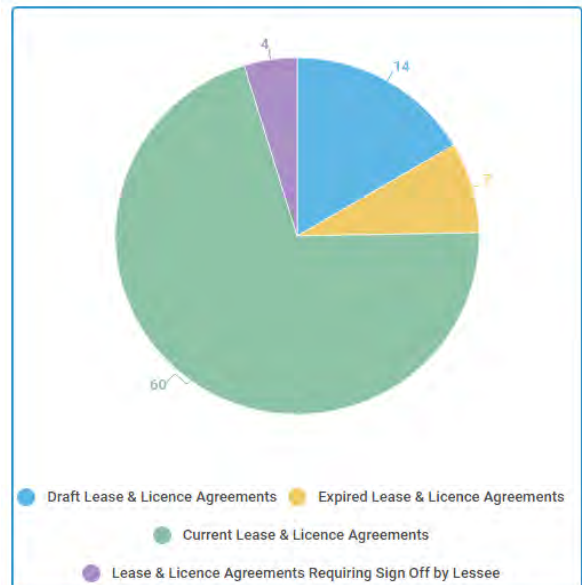
## Parks, Gardens & Reserves Maintenance

### Requests for Parks, Gardens & Reserves Maintenance - Quarter 1



## Community Facility Management

### Community Facility Lease & Licensing - Quarter 1



\* The above data does not represent Council's full lease and licensing obligations as it only includes those leases and licenses currently managed within Pathway.

### Rex Usage - Quarter 1





## Theme 4 – Health & Wellbeing



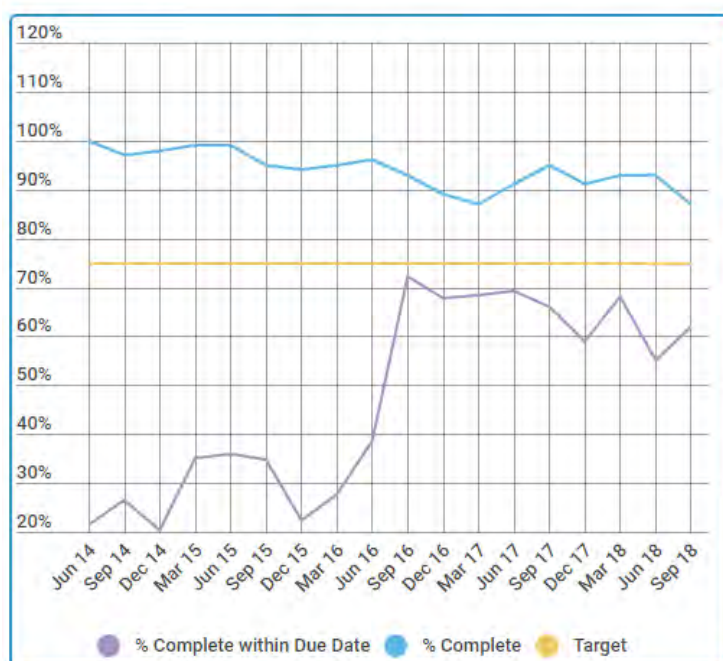
### Nuisance and Environmental Complaint Resolution Rate

Percentage resolved within due date.

Target not met for Quarter 1.

#### RESULTS

##### Nuisance & Environmental Complaint Resolution



#### INTERPRETATION

During the calculation of Quarter 1 results, an anomaly was identified in the counting rules applied from December 2017, resulting in the publishing of poorer results for the final three quarters of 2017/18 than was actually the case. This anomaly arose due to the introduction of new nuisance and litter control customer request types. The data has been refreshed and now reflects the actual results.

During quarter 1 of 2018/19 there was an improvement in the percentage of nuisance and environmental requests completed within the nominated due date (62%), however this result is still below the nominated target.

The ongoing inability to meet the nominated target is an indicator of the increasing demand for these services and can largely be attributed to the introduction of the Local Nuisance and Litter Control Act 2016, which saw Councils take on a new regulatory role in littering from 1 February 2017 and a new role in regulating local nuisances from 1 July 2017. During the first quarter, there were a total of 63 requests across the Local Nuisance and Litter Control request types compared to zero in 2016/17 and 35 in 2017/18.

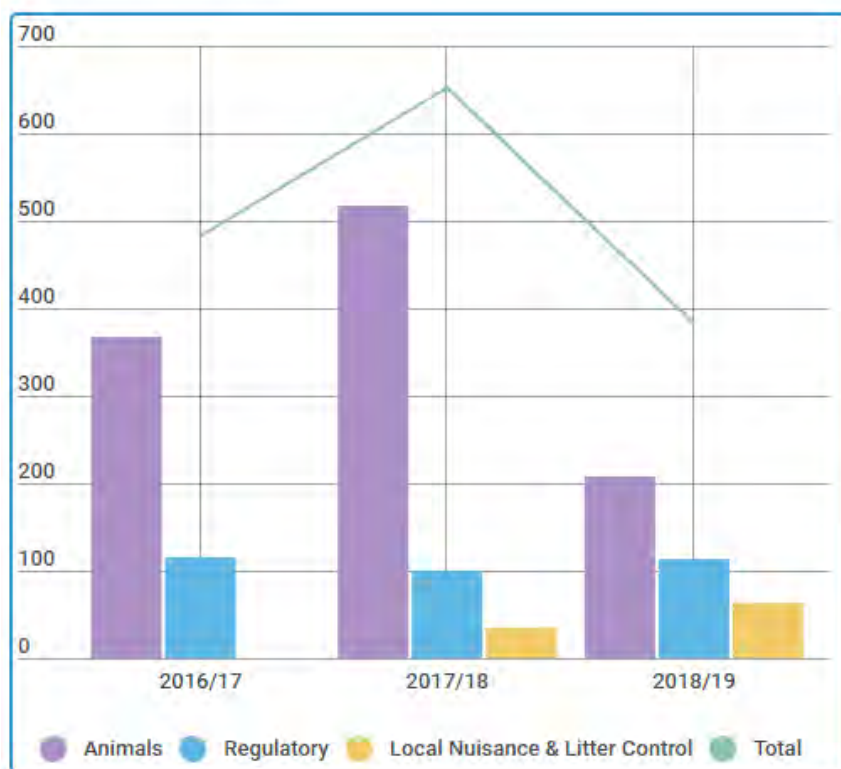
Over the first quarter Council data showed a decrease in the number of Animal request types compared to the same period in the previous two financial years, as seen below,

due to the transition of dog and cat related activity to the State Governments 'Dogs and Cats Online' system. Whilst there was a reduction of activity in this space, Council has been impacted by the introduction of two new functions.

As part of the agreement to develop the Warren Reservoir into a recreational fishing, kayaking and tourist destination; staff identified an initial increase in workload and requests for service in relation to the agreed compliance and regulatory functions as well as necessary inspections. Ongoing compliance work and inspections will need to be undertaken, predominately after hours.

The State Government has also introduced legislative changes which requires Council to develop guidelines, issue approvals and undertake necessary compliance inspections in relation to the operation of mobile food vendors or 'Food Trucks'. This will see a further increase in workload and requests for service. The impacts of these additional functions will need to be monitored closely.

### Animals, Regulatory & Local Nuisance & Litter Control - YTD Comparison



### RESPONSE

It is expected that increasing implementation of smart mobile applications will streamline and improve the customer service resolution process for staff. These processing efficiencies will need to be realised to improve both service delivery and the ability for staff to updated actions and customer requests, to ensure the future achievement of complaint resolution targets despite growing request numbers.

With a focus on continuous improvement, administrative processes will continue to be monitored, refined and improved. The work being undertaken as part of the review of services levels will be important in the context of this report.





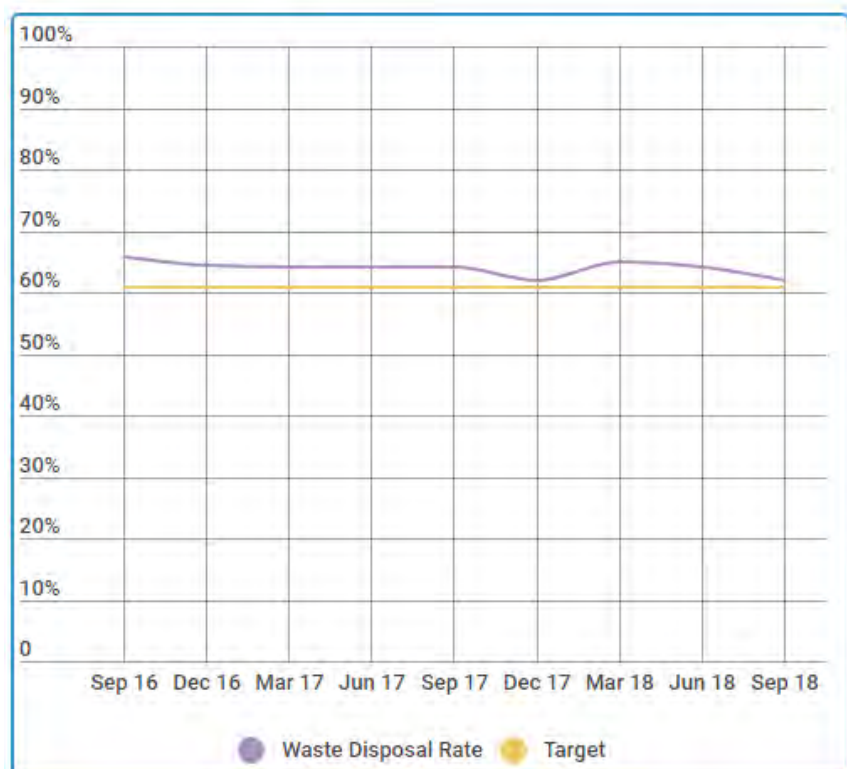
## Waste Disposal Rate

Percentage of waste disposed to landfill

*Progressing towards target of < 60.8% with a total of 62% of waste disposed to landfill during the 1st Quarter*

### RESULTS

#### Waste Disposal Rate



### INTERPRETATION

During the first quarter for 2018/19, Council recorded a waste to landfill rate of 62%, falling just 1.2% short of the target.

During Quarter 1, 1,223 tonnes of rubbish (landfill waste) was collected, representing a reduction of 172 tonnes of rubbish compared to the same period in 2017/18.

### RESPONSE

Council's waste and recycling collection service contract expired in June 2018. In the first half of 2017/18 Council participated in a regional tender for disposal services via the Barossa Regional Procurement Group and selected Solo Resource Recovery to deliver waste management services from July 2018. Under the new agreement, Council is continuing to offer rubbish, recycling and green waste collection services and to promote the ongoing diversion of waste from landfill to recycling and recovery.

Council is also currently developing a Waste Management Strategy to guide its approach in offering alternative waste management options for other waste streams including e-

waste and soft plastic, and for encouraging a reduction of waste disposed to landfill and increase in recycling and organics disposal.

Council endorsed a new Waste Management Services Policy on 26 April 2018, which defines Council's role as a waste and recycling service provider.

As part of the roll out of the new service, Council also commenced a campaign to encourage residents to take the challenge to *Waste Less, Recycle More*. This message was featured strongly in the lead up to the new contract and has continued during the first quarter of 2018/19. The new trucks and bins also display the message. Over time, it is hoped that this campaign will result in a reduction in the amount of waste put to landfill.

During the first quarter a part time Waste Management Officer commenced in a brand new role for Council. The primary objectives of this role include: ensuring all licensing, environmental and contractual requirements / conditions are adhered to by the Waste Management Contractors; managing issues relating to waste management; and developing the strategic direction and an education program for waste management across Council.



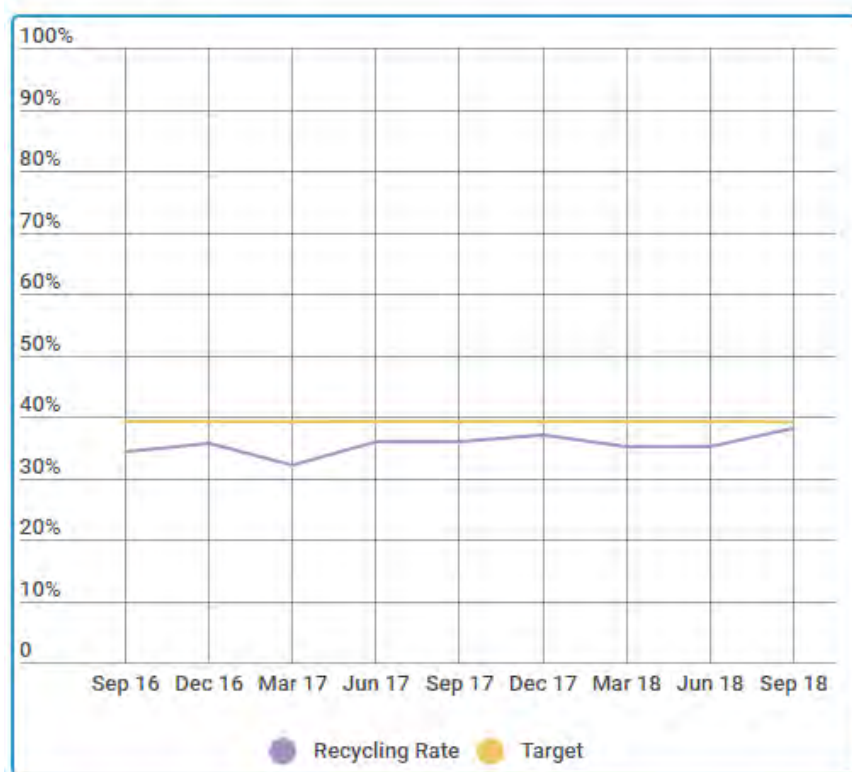
## Recycling Rate

Percentage of waste recycled

*Progressing towards target of > 39.2% with 38% of waste recycled during Quarter 1*

### RESULTS

#### Recycling Rate



### INTERPRETATION

Recycling statistics consist of both co-mingled recycling collected via Council's yellow lidded bins and organic material collected via the currently voluntary green lidded bin green waste collection service.

During the first quarter for 2018/19, Council recorded a recycling rate of 38% (24% yellow lidded waste and 14% green waste) which is just 1.2% short of the target.

During the first quarter, 474 tonnes of yellow lidded recycling and 274 tonnes of green waste were collected, which represents a slight decrease in recycling and increase in green waste compared to the same period in 2017/18 (yellow – 523 and green – 271). Despite little growth in the tonnes of co-mingled recycling compared to quarter 1 in 2017/18, the overall tonnes of waste have reduced resulting in a favorable outcome in the percentage of waste recycled.

### RESPONSE

Council's waste and recycling collection service contract expired in June 2018. In the first half of 2017/18 Council participated in a regional tender for disposal services via the

Barossa Regional Procurement Group and selected Solo Resource Recovery to deliver waste management services from July 2018. Under the new agreement, Council is continuing to offer rubbish, recycling and green waste collection services and to promote the ongoing diversion of waste from landfill to recycling and recovery.

Council is also currently developing a Waste Management Strategy to guide its approach in offering alternative waste management options for other waste streams including e-waste and soft plastic, and for encouraging a reduction of waste disposed to landfill and increase in recycling and organics disposal.

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As part of the roll out of the new service, Council also commenced a campaign to encourage residents to take the challenge to *Waste Less, Recycle More*. This message was featured strongly in the lead up to the new contract and has continued during the first quarter of 2018/19. The new trucks and bins also display the message. Over time, it is hoped that this campaign will result in a reduction in the amount of waste put to landfill.

At the beginning of January, China banned foreign waste imports, including waste paper, textiles, plastics and certain types of metals. This ban is likely to force waste companies to stockpile recycling waste, or send it to landfill. There are strong calls on both Federal and State Governments to assist in creating new markets for recycled waste in Australia, and provide a 'relief package' for local government to offset potential increases in recycling costs. While NAWMA have already increased the recycling sorting charge, the new waste contract has provided Council with a buffer to this initial increase.

Notwithstanding the China situation, Council will continue to promote recycling, including green organics. The average garbage bin contains 60% organic material waste. The bulk of which is food (40%) and garden waste (20%). The introduction of green organic bins as part of the new waste service will go a long way to achieving our target to reduce waste to landfill in the household sector.

During the first quarter a part time Waste Management Officer commenced in a brand new role for Council. The primary objectives of this role include: ensuring all licensing, environmental and contractual requirements / conditions are adhered to by the Waste Management Contractors; managing issues relating to waste management; and developing the strategic direction and an education program for waste management across Council.

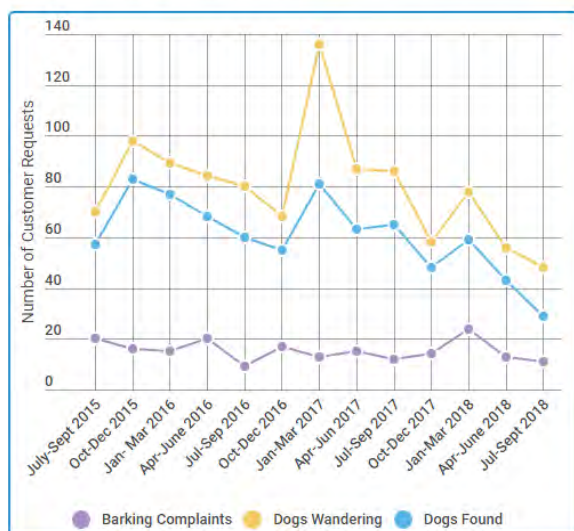


## Activity Snapshot



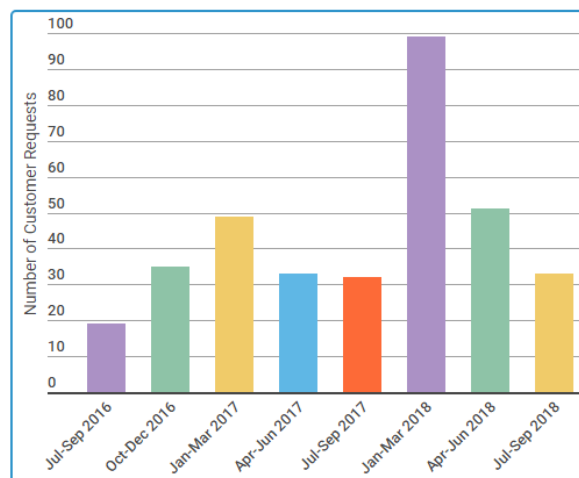
### Animal Management

#### Dog Management Activity



### Animal Based Customer Requests

(Excluding Dog Management)



\*Note – large increase in Jan-Mar 2018 was due to 66 reports relating to wasps.

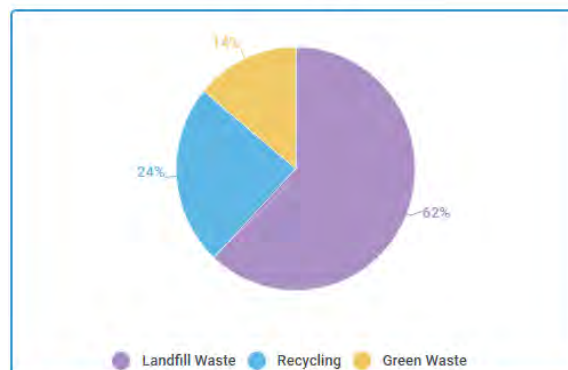


### Waste Management

#### Waste Activity - Quarter 1



#### % of Waste Per Category

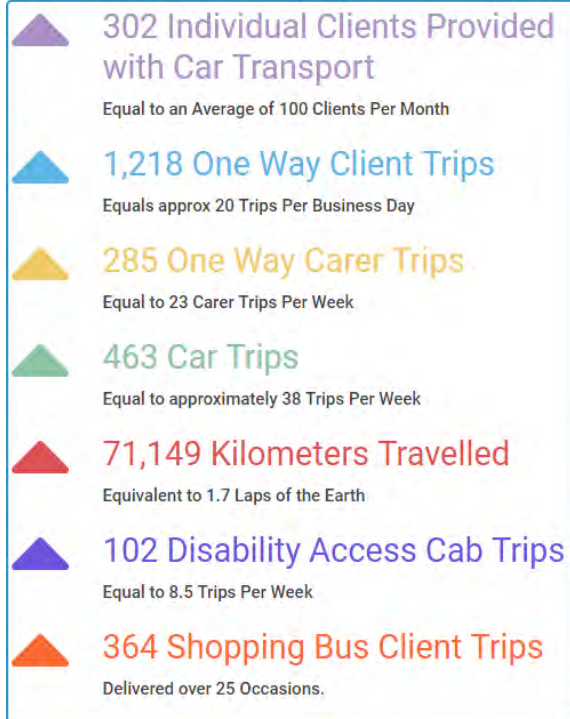


\*Note – overall recycling rate reported on page 26 includes both recycling and green waste as recyclable materials diverted from landfill.

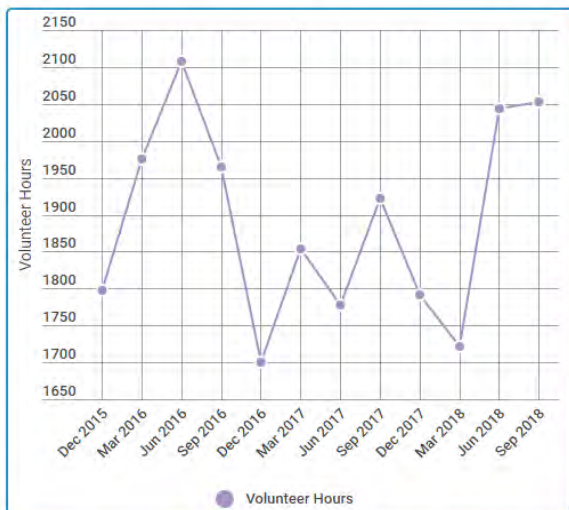


## Community Transport

### Community Transport Activity - Quarter 1

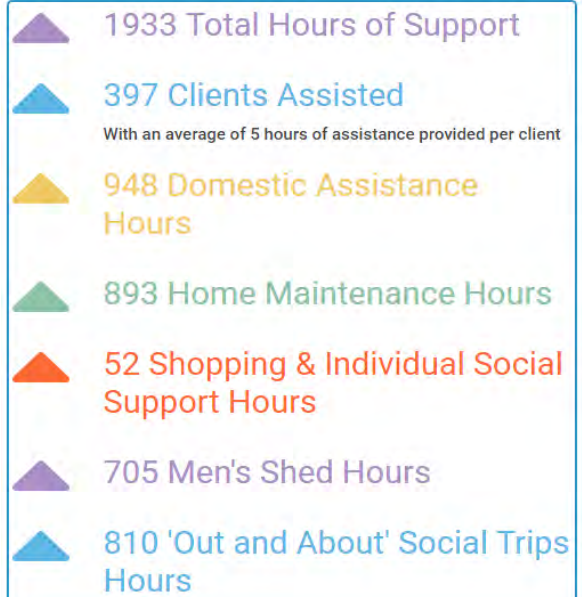


### Community Transport Volunteer Hours



## Home Assist & Social Support

### Quarter 1 Activity

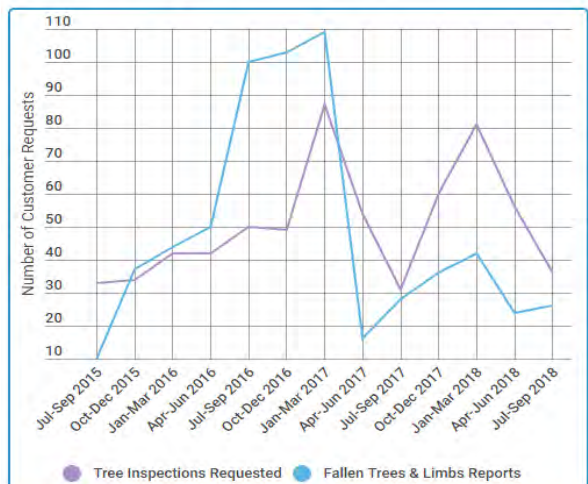


## Tree Management

### Quarter 1 Results

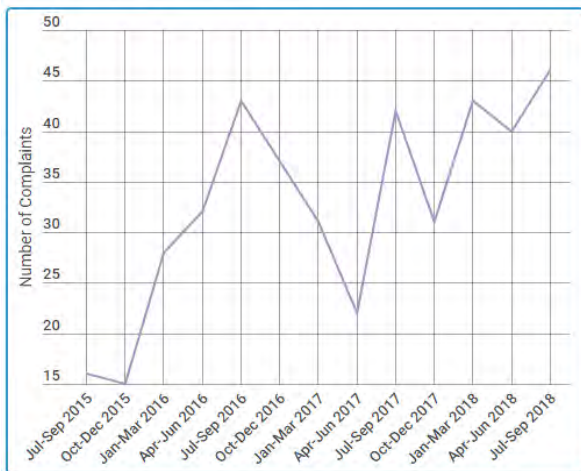


### Tree Management Activity

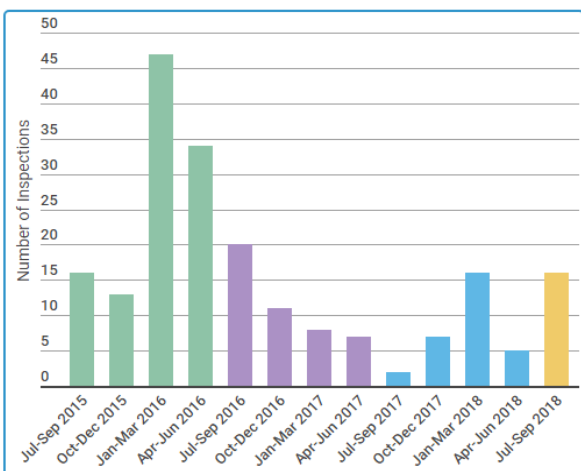




## Parking Complaints



## Pool Safety Private Pool Inspections



## Waste Water

### Quarter 1 Result

-  51 Waste Water Applications Received
-  58 Waste Water Applications Determined
-  209 Waste Water Inspections Undertaken



## Health Services

### Quarter 1 Result

-  25 Health Related Customer Requests received
-  23 Health Related Customer Requests Completed
-  21 Environmental Health Inspections Conducted



## Theme 5 – Business & Employment



### Tourism Customer Satisfaction with Visitor Information Services

#### Average Customer Satisfaction Rating

*Target met for Quarter 1 with an average rating of very good.*

#### RESULTS

##### Tourism Customer Satisfaction with Visitor Information Services



#### INTERPRETATION

Whilst the results show that the target rating of 4 continues to be achieved, demonstrating that on average customers rate the customer service at the Visitor Information Centre as very good, it should be noted that these averages are drawn from a relatively low number of ratings (10 in Quarter 1) compared to the total number of customers served – there were 10,684 visitor enquires during the first quarter. On this basis, the data is not considered representative of the customer base and should be interpreted conservatively.

#### RESPONSE

The Tourism Services team will continue to explore opportunities to encourage customers to provide feedback on their satisfaction with services provided. A range of web-based and social media tools will be utilised to engage customers.





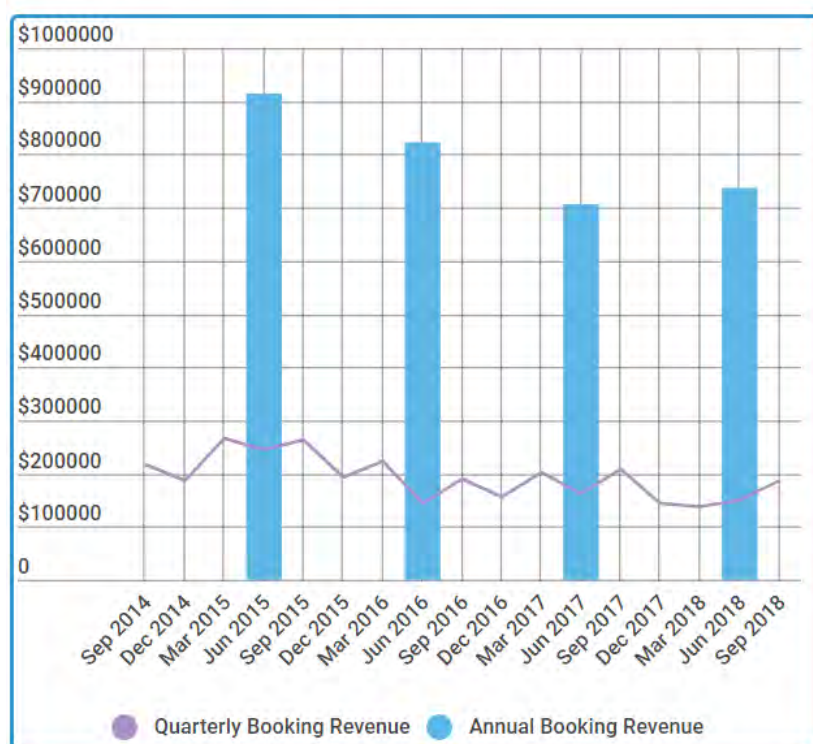
## Visitor Information Centre Bookings

### Booking Revenue (Accommodation/Tours/Tickets)

*Quarter 1 revenue collected showed continuing growth since March 2018.*

#### RESULTS

#### Visitor Information Centre Booking Revenue for Accommodation/Tickets & Tours



#### INTERPRETATION

The Barossa Visitor Centre reported very strong growth following the release of the Barossa Be Consumed Campaign in May 2013 with enquiries and sales growing strongly year on year. The 'Barossa Be Consumed' campaign was completed by 30 June 2016 and enquiries and sales have slowed down since. Sales remain steady when compared to results prior to the 'Barossa Be Consumed' Campaign (pre-2013). Total booking revenue for the first quarter equaled \$185,903, showing growth of approximately \$48,000 compared to the start of 2018 (\$137,466 in March 2018).

Overall a number of external factors continue to impact sales performance. These include strong and aggressive competition for our booking site from Air BnB, Bookings.com, wotif, Expedia, stayz, Trip Advisor etc. Many of these international companies spend billions of dollars in google advertising and digital marketing to ensure their websites are within the top 3 search results. Barossa.com has in fact seen an overall decline in visitation as a result.

#### RESPONSE

No response required.

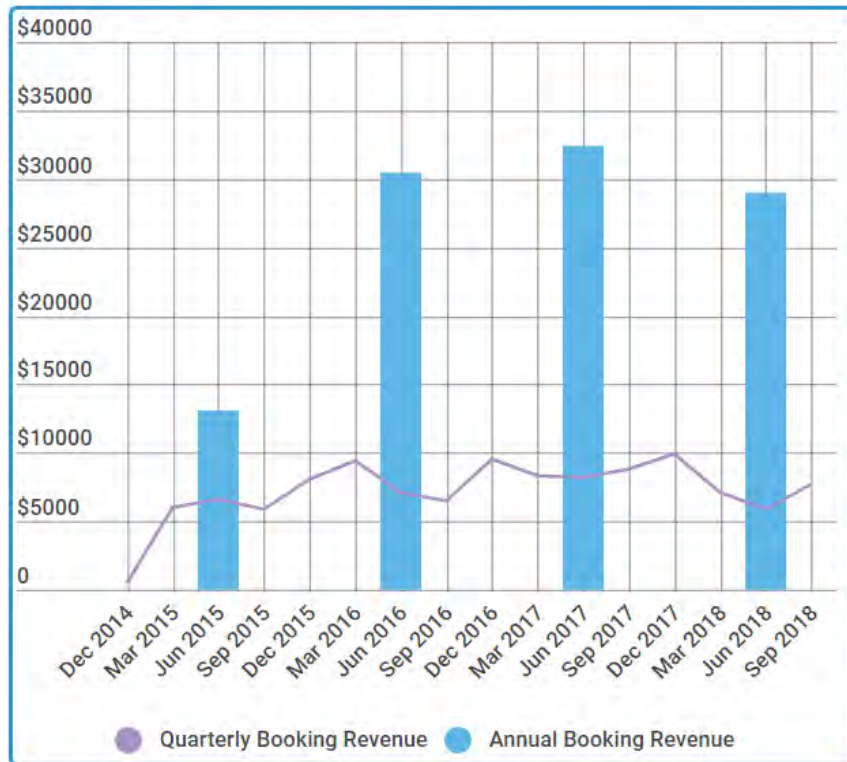
## Cycle Hub – Bike Hire Revenue

### Sales Revenue

*The first quarter saw the strongest revenue recorded since December 2017.*

#### RESULTS

#### Cycle Hub - Bike Hire Revenue



#### INTERPRETATION

During Quarter 1 the Cycle Hub recorded \$7,732 in bike hire revenue, the strongest quarterly result for 2018 calendar year.

Over the first quarter, 85 bikes were hired compared to 77 during the same period in 2017/18.

In addition to the revenue being generated by this initiative, Council's ongoing investment and service delivery in cycling creates strong destination awareness of the Barossa leading to greater visitor yield and length of stay.

#### RESPONSE

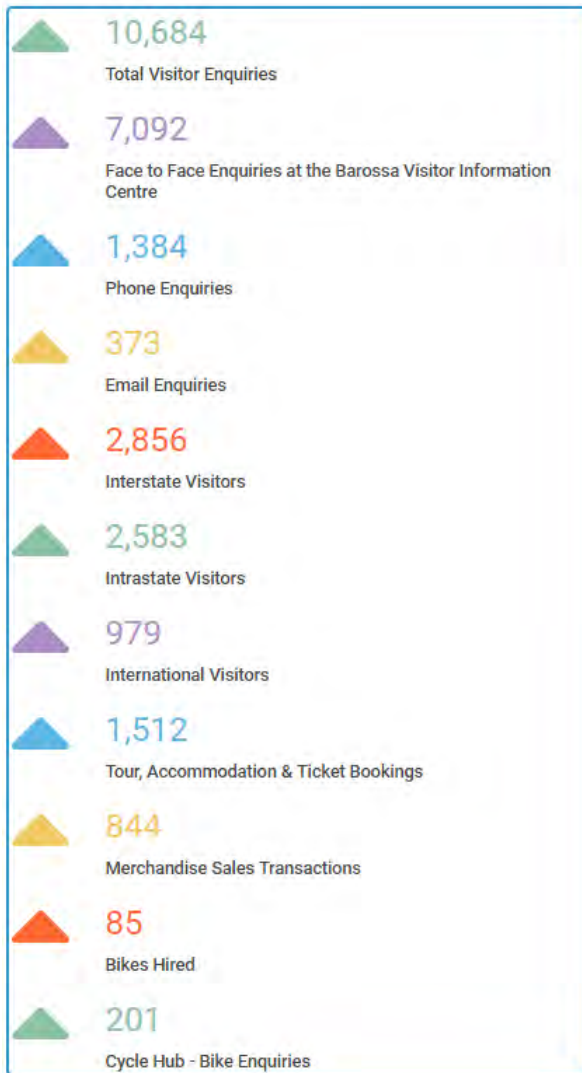
No response required.

## Activity Snapshot

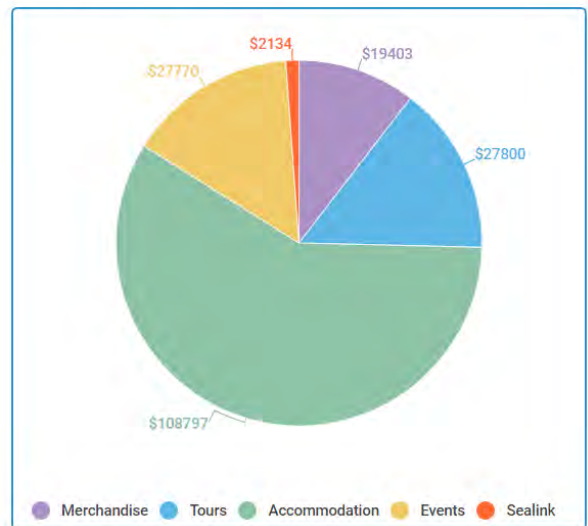


### Visitor Information Centre & Cycle Hub

#### Cycle Hub & Visitor Information Centre Activity - Quarter 1



#### Value of Visitor Information Centre Sales - Quarter 1





## How We Work – Good Governance



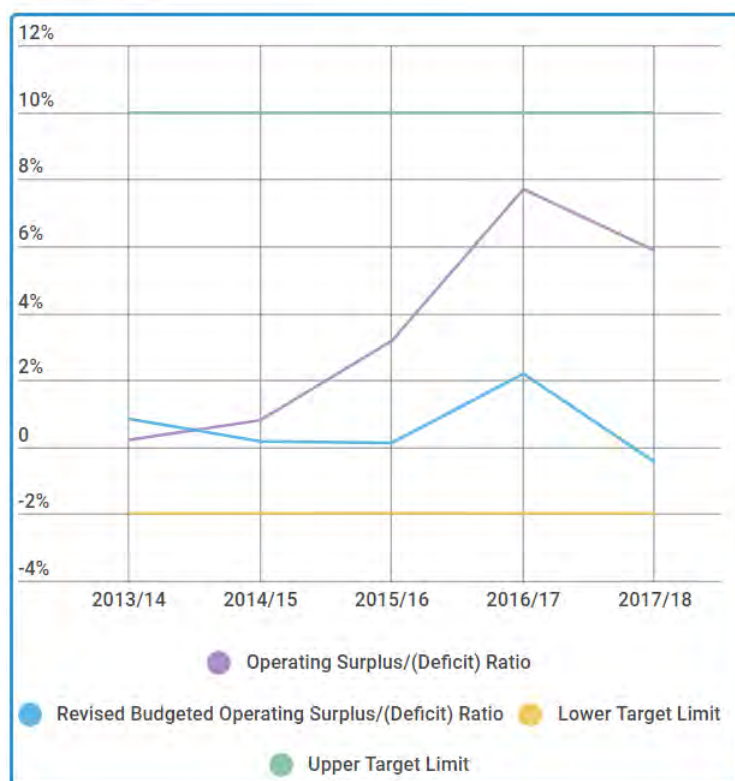
### Operating Surplus/(Deficit) Ratio

Operating surplus (deficit) expressed as a percentage of operating income

Result within target range for 2017/18.

#### RESULTS

##### Operating Surplus/(Deficit) Ratio



#### INTERPRETATION

Annual Measure – Updated financial data as at 30 June 2018 shows an operating surplus/(deficit) ratio of 5.87 which is within the target range.

It is anticipated that the improved budget performance, budget estimations and improvements to processes in the organisation are containing expenditure growth to less than budgeted. The actual 2017/18 actual operating surplus was \$2.25M. Coupled with containing expenditure, Council received \$0.6M advance grant payment (from the 2018/19 expected grant allocation) from the Commonwealth the week prior to end of financial year which distorts the operating result for 2017/18 and 2018/19. The 2018/19 budget was based on a zero base calculation and the performance over the past two years is reflected in the operating budget for the 2018/19 financial year.

#### RESPONSE

No response required.





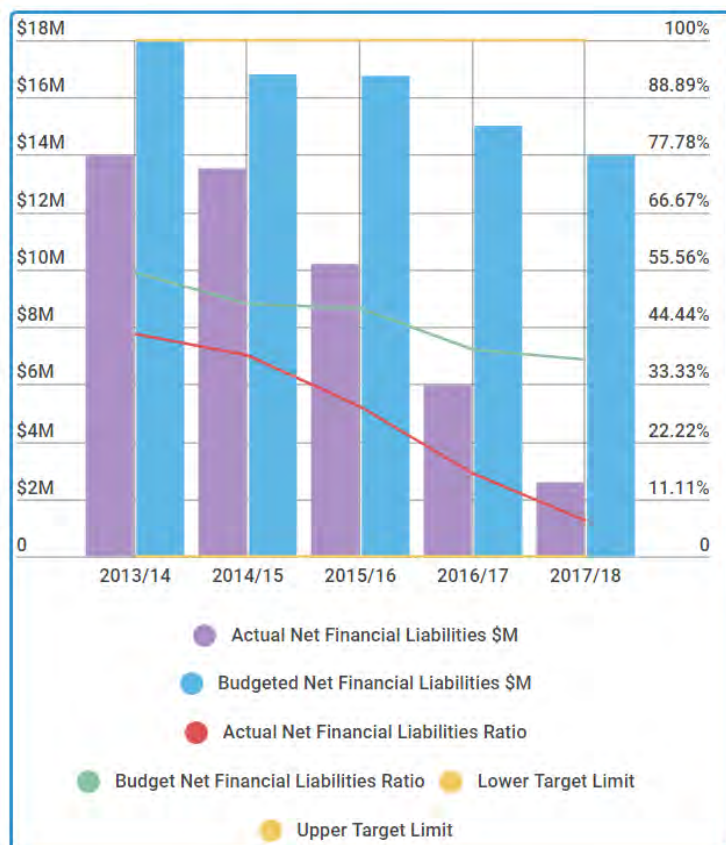
## Net Financial Liabilities Ratio

Net financial liabilities at the end of the financial year as a percentage of operating income for the year

*Result exceeded target for 2017/18.*

### RESULTS

#### Net Financial Liabilities Ratio



### INTERPRETATION

Annual Measure – The Actual Net Liabilities for 2017/18 fell within the targeted range but was well below budgeted Net Financial Liabilities due to holding more cash at the end of the financial year than originally expected. This result is largely due to unexpected income including the Financial Assistance Grant for 2018/19 which was paid in June 2018 and numerous decreases to expenditure, including salaries, energy and materials costs together with a decrease to liabilities, additional cash holdings brought forward from the previous year, savings from budget projections and \$3.2m expenditure not spent carried forward to next year.

### RESPONSE

No response required.



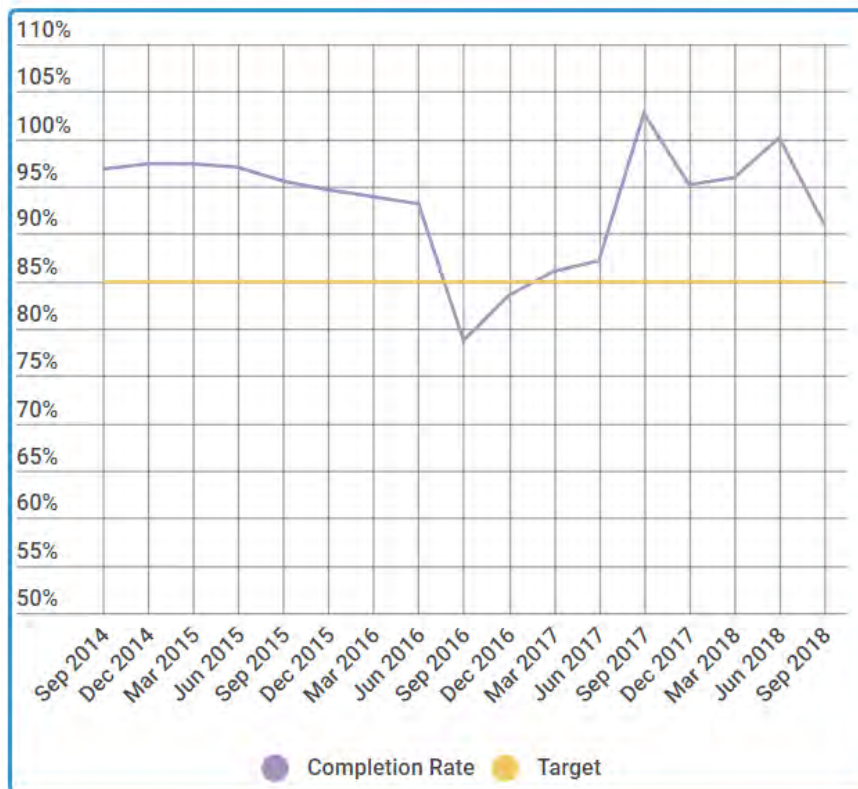
## Customer Request Completion Rate

Percentage of Customer Requests Completed (On Time and Overdue)

*Quarter 1 target exceeded.*

### RESULTS

#### Customer Request Completion Rate



### INTERPRETATION

The first Quarter of 2018/19 saw a 90.89% request completion rate, exceeding the target of 85%. This measure is calculated using the number of requests completed year to date (regardless of when they were logged or due) versus the number of requests due for the same period. As a result, it is possible for the number of requests completed during the period to exceed the number logged.

### RESPONSE

Council is continuing to focus on the improvement of customer request response times, particularly in relation to analysing duplication of effort both within and across directorates and focusing on administrative process optimisation within the customer service supply chain. The implementation of Pathway Smart Mobile applications under Council's Change Program will be a key strategy in improving the customer request completion rate by introducing greater mobility to Council's customer request management system and allowing officers to complete requests in real time out in the field.



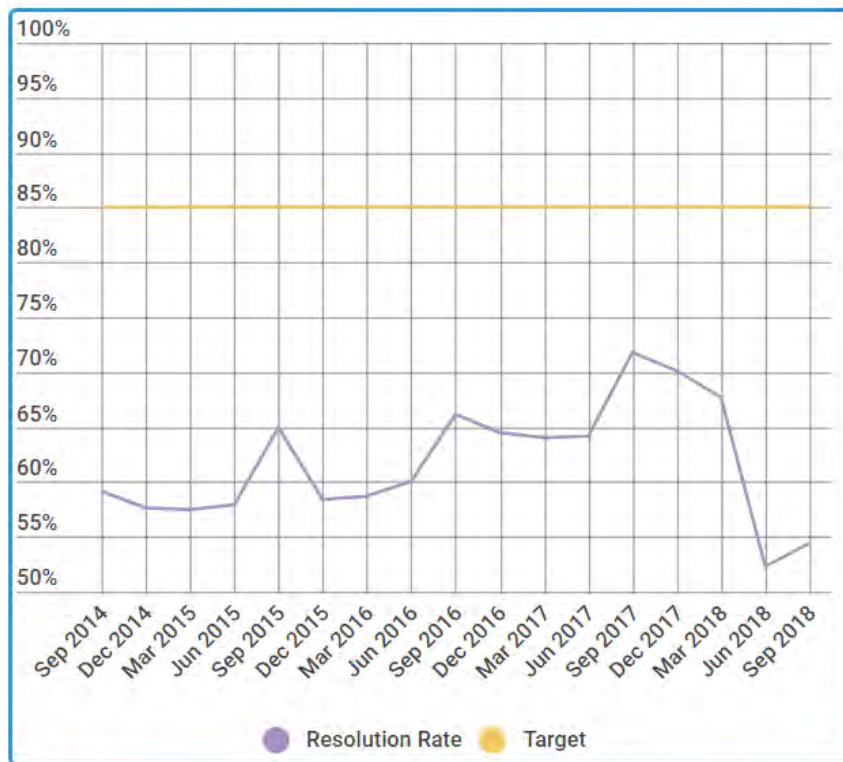
## Customer Request Resolution Rate

Percentage of Customer Requests Resolved on Time

Quarter 4 target not met.

### RESULTS

#### Customer Request Resolution Rate

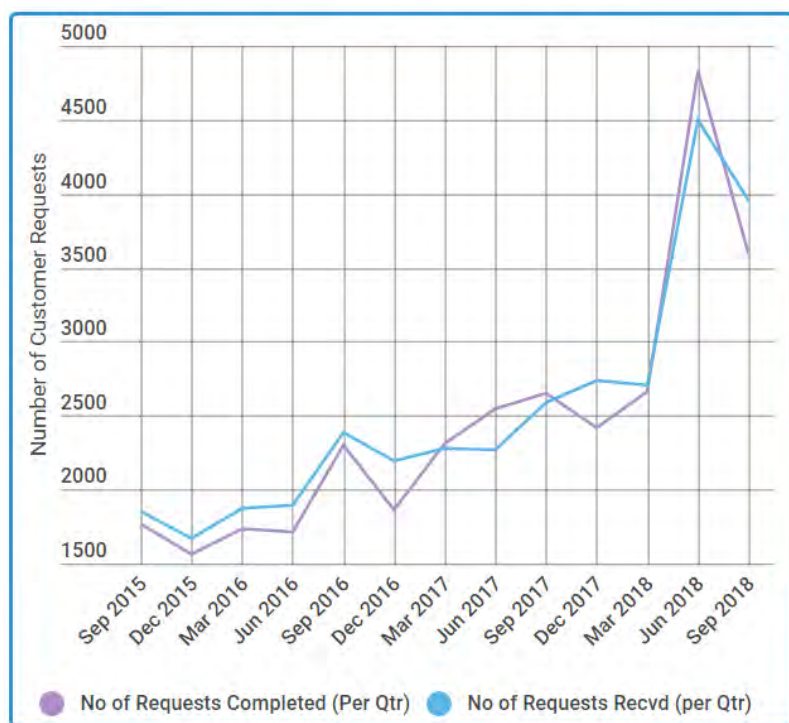


### INTERPRETATION

The targeted resolution rate was not met for the first quarter, with only 54.41% of requests completed by the nominated due date. This result represents a continuing downturn similar to the final quarter of 2017/18 and can be largely attributed to the influx of waste related customer requests as a result of the rollout of the new Waste Management Contract.

As demonstrated in the chart below, the number of requests received during the first quarter continued to be exceptionally high (3,950 requests) compared to the same period in 2017/18 (2,592). A total of 1,197 requests during the first quarter related to waste management. The mass influx of waste management requests had a direct impact on the resolution rate, with the standard response time unachievable within existing resources.

## Customer Request Analysis - Received Vs Completed



Even accounting for the impact of the Waste Management Contract rollout, Council has continued to see a much higher number of requests received per quarter compared to previous years. This increase is a direct reflection of a change in Council's customer request processing methodology and use of supporting corporate systems, whereby the organisation is transitioning to all requests being managed end to end in Council's customer request management system rather than multiple systems. This has meant that whilst request numbers appear to have increased significantly, workload has not necessarily increased across some key request types, it is now just recorded and measured in a central location. Previously a significant portion of the organisation's work was unable to be measured or quantified. The impact of this change can be seen in increased activity associated with processing of Council rates and dog registrations and requests for changes to Council's name and address register.

## RESPONSE

As identified in the previous measure, key strategic projects currently being implemented to address customer request close out issues, to identify system and administrative process improvements and the review of customer service methodologies more broadly, and the implementation of Pathway Smart Mobile applications will result in continued progress towards achieving the nominated target.





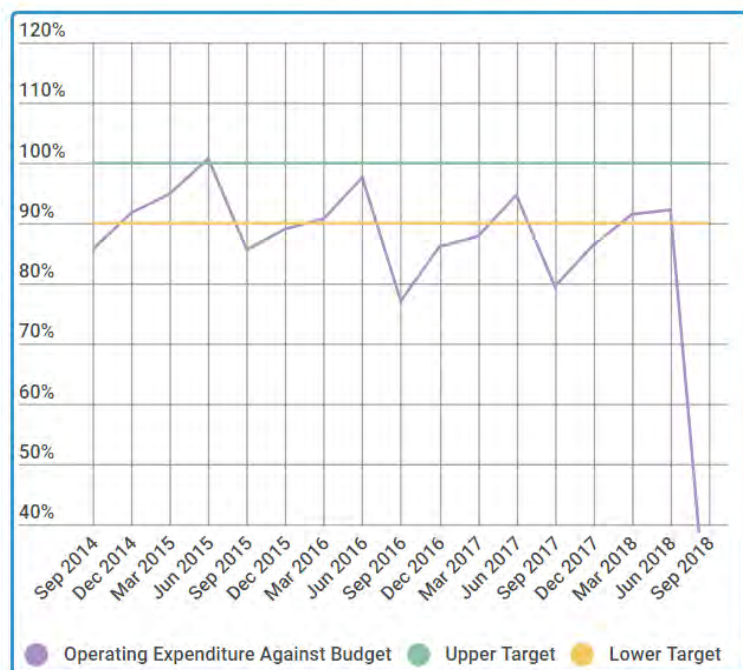
## Operational Expenditure Against Budget

Actual Operating Expenditure as a % of Budgeted Operating Expenditure

Quarter 1 target range not met.

### RESULTS

#### Operating Expenditure Against Budget



### INTERPRETATION

As at 30 September 2018, 19.88% of the quarterly operational budget had been spent.

Across Council more broadly, operating expenditure has been impacted significantly by the timing of payments and charges relating to key categories such as insurance, interest, employee expenses, rubble provision, waste collection, contract fees and electricity and water. After accounting for these timing issues, the majority of which were resolved early in Quarter 2, the budget was 91.15% spent and within the target range.

### RESPONSE

Officers will continue to monitor operational budget and service performance during 2018/19.



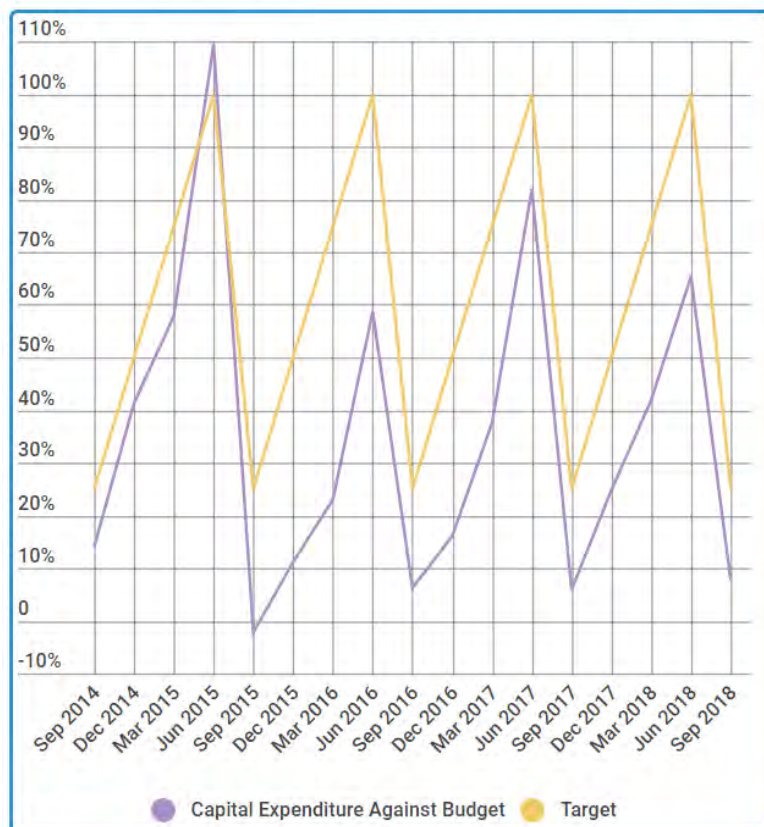
## Capital Expenditure Against Budget

Actual Capital Expenditure as a percentage of Budgeted Capital Expenditure

*Quarter 1 target not met.*

### RESULTS

#### Capital Expenditure Against Budget



### INTERPRETATION

As at 30 September 2018, just 7.73% of the \$19,449,000 capital budget had been spent.

A portion of the YTD variance in capital expenditure against budget in Works and Engineering Services (approximately \$200k) is due to the following two projects where costs will be transferred from operating to capital during quarter 2;

- The upgrade of Lucks Road is being completed using internal resources and was originally budgeted as an external project, a second quarter budget adjustment will be submitted to correct this.
- Road Re-Sheeting capital works have commenced and are well advanced during Quarter 1, however operational spend had not been allocated to capital during Quarter 1. This will be addressed via a second quarter budget adjustment.

More broadly, there are significant levels of commitments and expenditure flowing through the financials in Quarter 2 already. The capital budget will also decrease significantly in Quarter 2.

There is \$3.946M in the capital budget that was linked to a successful Regional Growth Fund application with the Federal Government which was unsuccessful, this will be removed from the forward estimates in Quarter 2 effectively reducing the capital budget. Angaston railway station works are on track with larger expenditure flows to occur in the new year, along with Tanunda acceleration works and Williamstown Oval bridge (Tanunda and Williamstown works) which had been delayed subject to the regional growth fund outcome. The budget will also be adjusted to carry forward CWMS Tanunda work as the current budget estimate is well short of tender prices, therefore the work will be deferred and further funding considered as part of the 2019/20 budget deliberations. In addition, female toilets and change rooms at Nuriootpa Oval were contingent upon a sports and recreational grant which was also unsuccessful. In total these deferred projects total \$6.740M.

Allowing for the items outlined above, the adjusted percentage spend would be in the order of 11.8% with significant commitments in Quarter 2 and 3.

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#### RESPONSE

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Works and Engineering based capital spend will significantly improve during the second and third quarters. A large portion of capital works is contracted or a plan is in place to procure construction services. Works & Engineering Services continue to employ an additional capital delivery resource and have completed internal resource restructures to continue the focus on capital works delivery.

Necessary adjustments outlined will be made in Quarter 2 and this will reflect a new target spend in the order of \$14.778M.

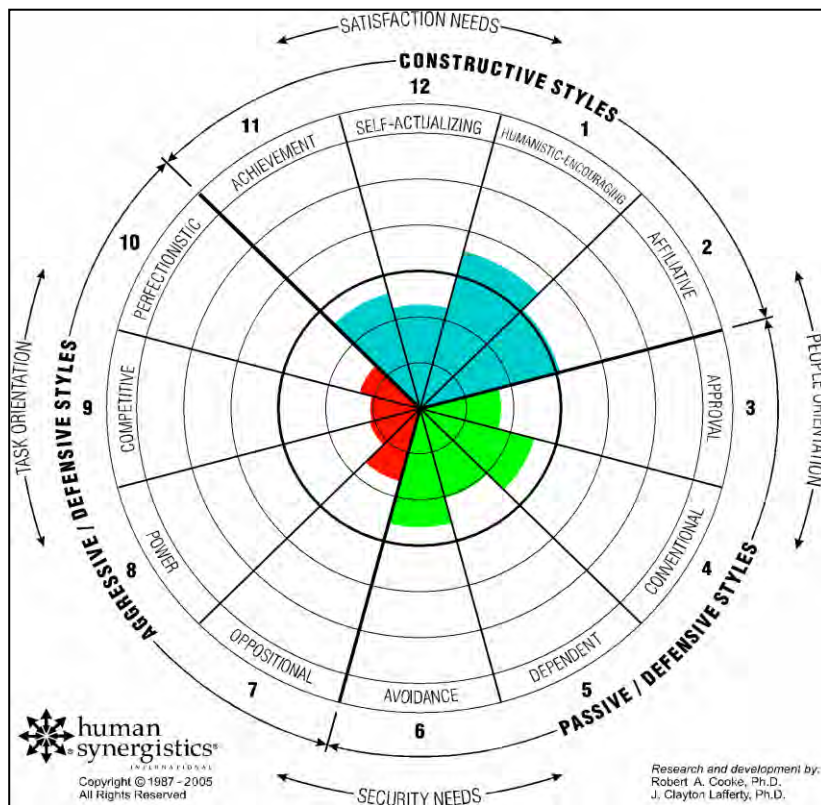


## Organisational Culture Improvement

Percentage percentile shift in the culture survey results to an organisation of progressively improving achievement and self-actualising styles of operation

*Primarily a constructive result from the October 2016 OCI/OEI Employee survey. All Defensive styles are below the 50<sup>th</sup> percentile ring, and two Constructive styles are at or above the 50<sup>th</sup> percentile ring, which is desirable.*

### RESULTS



### INTERPRETATION

Biennial Measure - Whilst the results from the 2016 Culture survey are steady, with some improvements in causal factor results (from the Organisational Effectiveness Inventory (OEI)), the most striking difference between the 2014 survey and the 2016 survey is the increased response rate, at around 25%. This is a very positive indicator as it demonstrates an increased willingness to engage in organisational improvement.

### RESPONSE

Each directorate has reviewed their individual results and formulated an action plan to address areas of improvement identified.





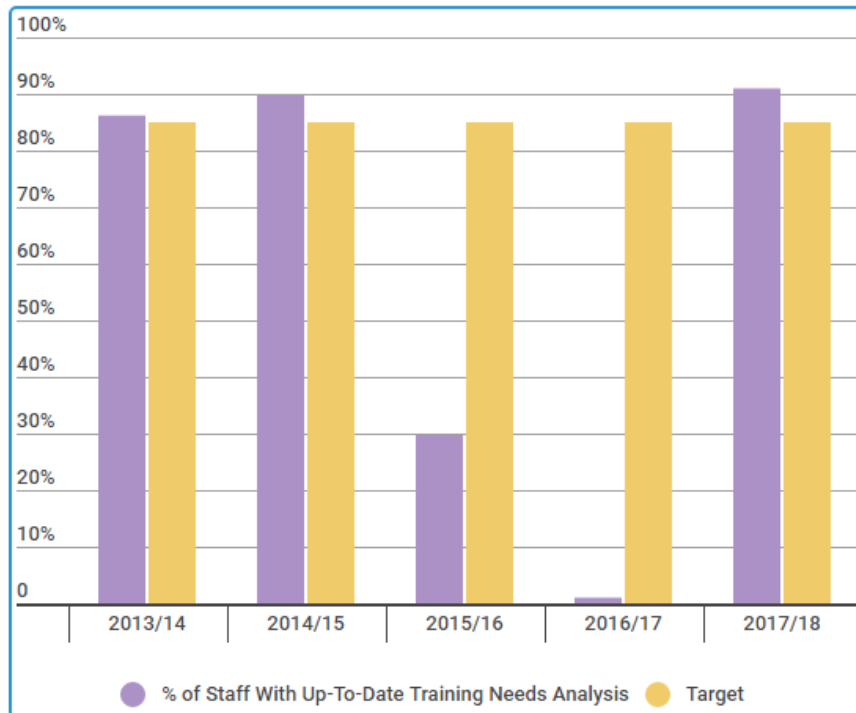
## Staff Development - Training

Percentage of staff with an approved training needs analysis

*Target met for 2017/18.*

### RESULTS

#### Staff Development - Training Needs Analysis



### INTERPRETATION

Annual Measure - All employees have an individual training plan which is scheduled for review on a 12-month cycle.

During 2017/18 Council implemented an online system (Skytrust) for managing staff competencies, TNA's and training records. As a result, during the first quarter for 2017/18, 132 TNA's were completed and an additional 18 were completed during quarter 2, resulting in an improvement in the rate of staff with an approved Training Needs Analysis to 91% as at 30 June 2018.

### RESPONSE

No response required.



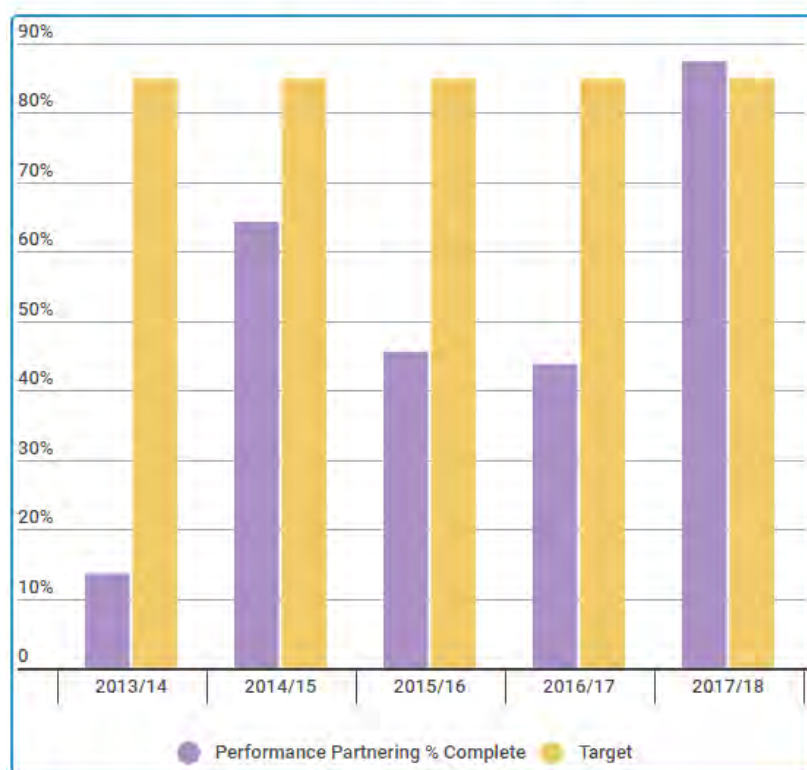
## Staff Development – Performance Partnering

Percentage of staff who have completed performance partnering

Target met for 2017/18.

### RESULTS

#### Staff Development - Performance Partnering



### INTERPRETATION

Annual Measure – Council achieved a performance partnering completion rate of 87.4% for 2017/18. Performance partnering workbooks were due to be completed by the end of March 2018.

A new workbook was rolled out during the 2017/18 performance partnering review cycle and resulted in a slight improvement in the completion rate within the nominated due date, however there were still a significant percentage of outstanding workbooks which managers were working to address by 30 June 2018.

A significant improvement was recorded during 2017/18, with 118 of 135 eligible employees completing Performance Partnering. During 2017/18 there were 17.28% (28) employees that were not required to complete Performance Partnering as they were absent due to long term illness, were casual or still within their probation period.

### RESPONSE

No response required.



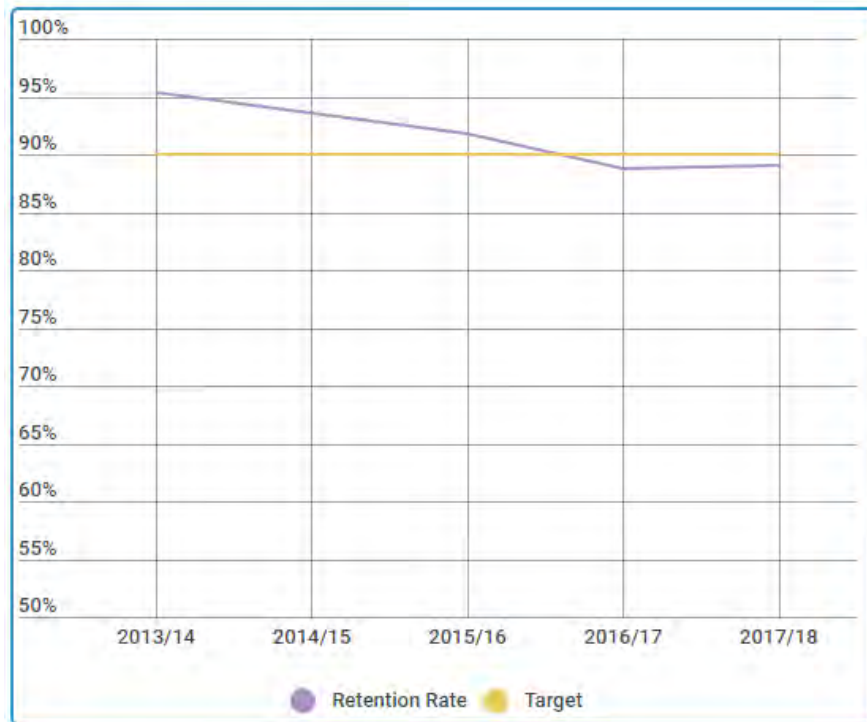
## Staff Retention

Percentage of employees retained

*Target not met, falling short by 1% with 89% of employees retained during 2017/18.*

### RESULTS

#### Employee Retention Rate



### INTERPRETATION

Annual Measure – During 2017/18, Council recorded a retention rate of 89%, falling just short of the targeted 90% which equates to only 1 additional vacancy. This result is identical to the retention rate recorded in 2016/17.

Turnover in 2017/18 occurred due to natural attrition, retirements and cessation of fixed term contracts. We have also seen increasing competition for skilled workers in the planning and building fields, resulting in the movement of staff within the industry.

### RESPONSE

Council continues to support the retention of staff through the development and implementation of contemporary organisational development and human resource management practices.

## Activity Snapshot

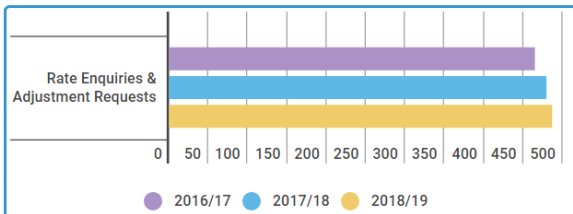


### Rate Management

#### Rate Activity - Quarter 1

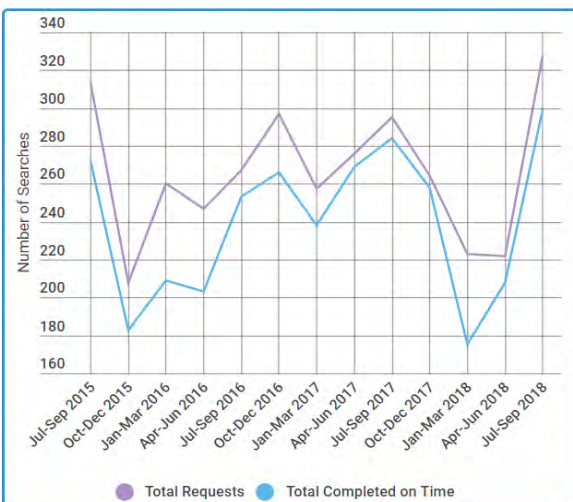


#### Rate Enquiries - Quarter 1

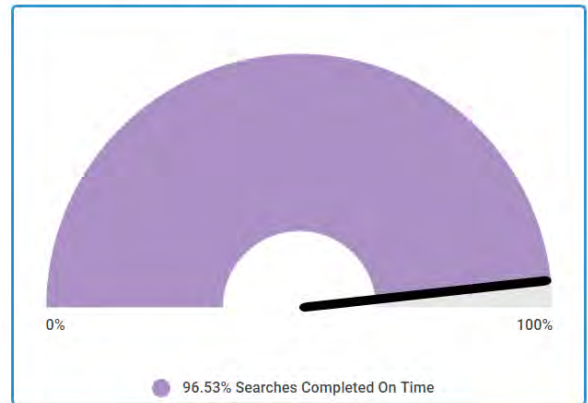


### Local Government Records Searches

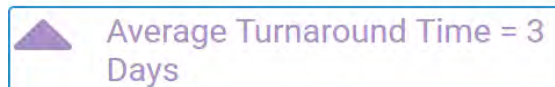
#### Local Government Search Requests Vs Completions



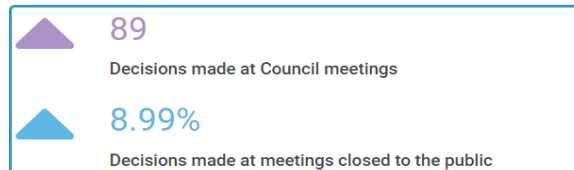
### Searches Completed on Time



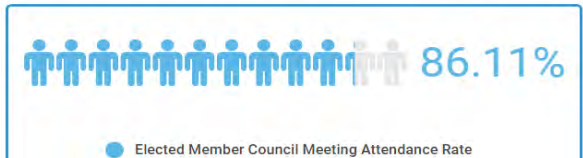
### Search Process Turnaround Time



### Council Decision Making Council Decisions - Quarter 1

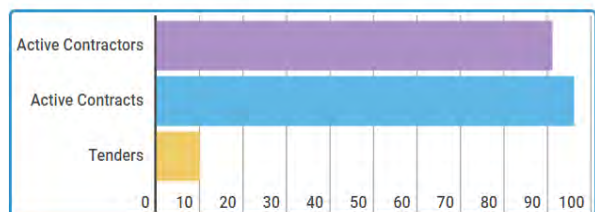


### Elected Member Attendance - Quarter 1



### Procurement

#### Procurement Activity as at 30 September 2018

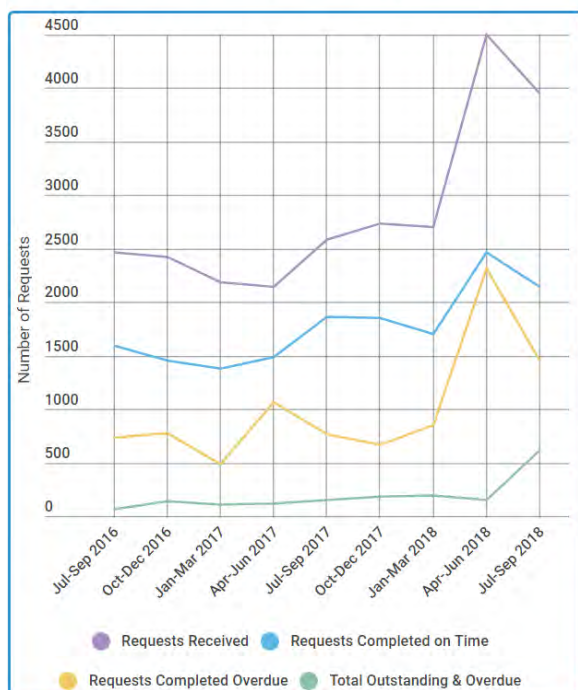






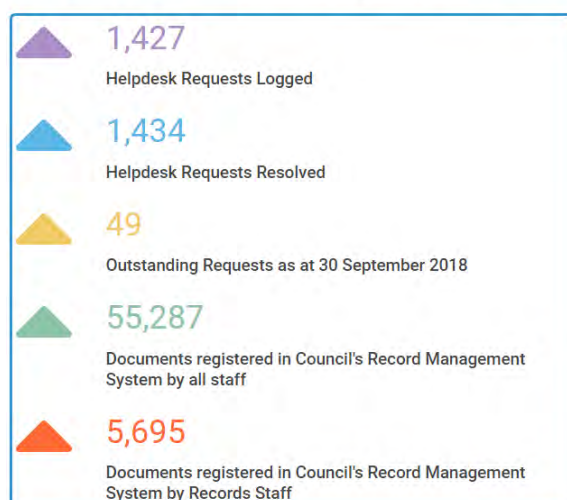
## Customer Requests

### Customer Request Activity



## Knowledge & Technology Services

### Knowledge & Technology - Quarter 1

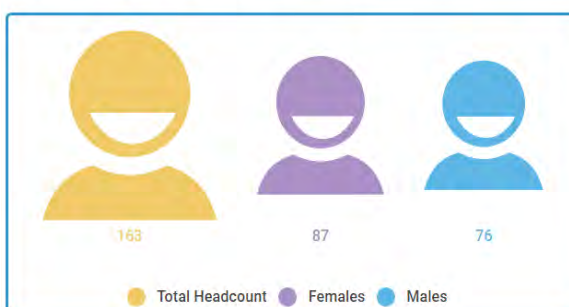


### Help Desk Resolution Rate - Quarter 1



## Human Resources & Payroll

### Workforce Demographics



### HR Activity - Quarter 1



### Payroll Activity - Quarter 1





## Risk Management

New measures currently under construction



## Communications & Engagement

### Communications & Engagement Activity - Quarter 1



#### 436 Community Responses Received for Consultation

4 Facebook posts, 3 print media items and 6 adds published in support of community consultation



#### 2,124 Facebook Followers

91 Posts and 1375 Facebook followers clicked through to Council's website



#### 246 Internal E-News Subscribers

399 E-News Opens & Reads



#### 33,346 Website Visits

Accessed 19,810 times from desktop devices and 13,536 times from mobile devices



#### 19 Media Releases Prepared

43 News Items Published



#### 2 Videos Developed

1838 Views of Video Content

## COUNCIL

### EXECUTIVE SERVICES

#### CHIEF EXECUTIVE OFFICER REPORT

18 December 2018

#### 7.2.1 DEBATE AGENDA – CHIEF EXECUTIVE OFFICER

##### 7.2.1.4

##### APPOINTMENT TO NURIROOTPA CENTENNIAL PARK AUTHORITY (NCPA) BOARD OF MANAGEMENT – VACANT POSITIONS

B7669 18/87428

Author – Manager Organisational Development

#### INTRODUCTION

The annual rotation of NCPA Board members has been advertised and the Board have made the necessary recommendations to Council to appoint a new member to the Board.

#### RECOMMENDATION

That Council, being satisfied that Mr Peter Cooper possesses the requisite qualities and skills, appoints Mr Peter Cooper, pursuant to clause 26.1.3 of the Nuriootpa Centennial Park Authority Charter as a member of the Board of Management for a period of two years concluding after the Board meeting scheduled for September 2020.

#### COMMENT

The Nuriootpa Centennial Park Authority (NCPA) manages the Nuriootpa Centennial Park Precinct on behalf of The Barossa Council as a wholly owned subsidiary under s42 of the Local Government Act 1999.

The NCPA is governed by a Board of Management which has the responsibility to manage the business and affairs of the Authority in accordance with the Charter. The selection of Board Members is via a nomination process and formal appointment via Council resolution.

A nominations has been received and endorsed for a two year appointment from Mr Peter Cooper.

The nominee satisfies the one or more of the skills base requirement under the Charter

#### Attachments

Nomination form

#### LEGISLATION/POLICY/COUNCIL STRATEGIC PLAN

##### Legislation

Local Government Act 1999, S42

NCPA Charter

## Community Plan - Themes



### How We Work – Good Governance

#### Corporate Plan

- 6.8 Provide opportunities for the community to contribute to the ongoing care, improvement and use of Council's community facilities.

#### FINANCIAL, RESOURCE AND RISK MANAGEMENT CONSIDERATIONS

Within existing resources and risk understanding.

#### COMMUNITY CONSULTATION

Public notices and advertisements placed to find a new member two responses received.



## NCPA BOARD MEMBER NOMINATION FORM: 2018-2019

### 1. CONTACT DETAILS

Name **Peter Cooper**

Address

Telephone

Email ch

### 2. LENGTH OF POSITION

☐ One Year Position ☒ Two Year Position

### 3. SKILLS AND KNOWLEDGE

Please indicate your experience in the following areas Experienced Not Experienced

Commercial Business Management – Including Financial Management Experienced

Marketing and/or Advertising Limited

Commercial Management – Including Property Management

Experienced

Director or Board Member of a Similar Body

Experienced

Community Development & Significant Contribution to a Community Based Organisation

Experienced

Local Government Experience at an Elected Member or Senior Officer Level

Not Experienced

### 4. REQUIRED COMMITMENT

Can you commit to regularly attend Board Meetings (currently held monthly)?

☒ YES ☐ NO

(In addition to these meetings, Board Members could be allocated specific duties relating to sub committees and/or be required to provide support to various projects)

*NCPA Board Nomination Form 2018/19*

### 5. PLEASE EXPLAIN WHY ARE YOU NOMINATING FOR THE NCPA BOARD

Having retired from senior roles in both management and consulting positions I would like to continue using the skills and experience I have gained to benefit the community.

### 6. CURRENT OR PREVIOUS COMMUNITY/BOARD INVOLVEMENT

I have previously been on the boards of the South Australian Group Training Scheme (apprentice development and placement) and the Employers Federation of Papua New Guinea.

Community involvement both at present and past includes membership of the Luhrs Cottage Preservation Society (Vice President) the Barossa Valley Classic Motor Cycle Club (Executive Committee Member), the Pony Club Association of South Australia Country Zone (President). Mylor Valley Pony Club (President). In my role as Human Resources Manager with Ramu Agri Industries PNG I had responsibility for community liaison with land owners, and residents of surrounding villages and the development of community improvement programs particularly focused on accommodation and health. When working with Woodside Energy in Karratha W.A. I was responsible for developing and implementing programs for community education improvement and skills development programs with the local aboriginal communities.

**7. PLEASE DESCRIBE THE KNOWLEDGE, SKILLS AND EXPERIENCE THAT YOU POSSESS WHICH ARE DIRECTLY RELEVANT TO THE ROLE OF THE BOARD**

I have gained broad experience skills in my many roles that I believe will be appropriate for the role of Board Member. These include Management of large budgets in a very tight financial environment, Management of a large housing estate and Building Department and Guest House in PNG. Senior Management experience in roles such as General Manager of Associated Australian Resources Indonesia, Senior Human Resources Advisor with Woodside Energy and Human Resources Manager with Ramu Agri Industries Papua New Guinea.

.....  
**8. RESUME ATTACHED** ☒ **YES** ☐ **NO**

Signature .....

Name .....

COUNCIL  
EXECUTIVE SERVICES  
FINANCE  
18 DECEMBER 2018

7.2.2 DEBATE AGENDA – FINANCE

7.2.2.1

MONTHLY FINANCE REPORT (AS AT 30 NOVEMBER 2018)

B411

Author: Senior Accountant

PURPOSE

The Uniform Presentation of Finances report provides information as to the financial position of Council, including notes on material financial trends and transactions.

RECOMMENDATION

That the Monthly Finance Report as at 30 November 2018 be received and noted.

REPORT

Discussion

The Monthly Finance Report (as at 30 November 2018) is attached. The report has been prepared comparing actuals to the Original adopted budget 2018/19 and incorporating the adopted Revised Budget for September.

ATTACHMENTS OR OTHER SUPPORTING REFERENCES

Attachment 1: Monthly Finance Report 30 November 2018

Policy

Budget & Business Plan and Review Policy

COMMUNITY PLAN / CORPORATE PLAN / LEGISLATIVE REQUIREMENTS

Corporate Plan



How We Work – Good Governance

- 6.2 Ensure that Council's policy and process frameworks are based on principles of sound governance and meet legislative requirements.
- 6.3 Align operational strategy to strategic objectives and measure organisational performance to demonstrate progress towards achieving our goals.
- 6.4 Ensure that decisions regarding expenditure of Council's budget are based on an assessment of whole of life costs, risks associated with the activity and advice contained within supporting plans.
- 6.9 Provide access to Council's plans, policies and processes and communicate with the community in plain English.
- 6.16 Provide contemporary internal administrative and business support services in accordance with mandated legislative standards and good practice principles.

Legislative Requirements

Local Government (Financial Management) Regulations 2011 - Reg 9(1)(b)

FINANCIAL, RESOURCE AND RISK MANAGEMENT CONSIDERATIONS

Financial

To enable Council to make effective and strategic financial decisions, a regular up to date high level financial report is provided.

COMMUNITY CONSULTATION

Community Consultation was part of the original budget adoption process in June 2018, as per legislation. This report is advising Council of the monthly finance position compared to that budget.



# MONTHLY FINANCE REPORT

AS AT 30 NOVEMBER 2018  
FOR YEAR ENDING 30 JUNE 2019

Notes	% Actual Expenditure to Original Budget	Original Budget (Full-Year) \$'000	Revised Budget (Q1) (Full-Year) \$'000	Actual Result (Year-to-Date) \$'000
<b>Uniform Presentation of Finances</b>				
<b>OPERATING ACTIVITIES:</b>				
	<i>Operating</i>			
Operating Income		37,188	37,352	33,452
Less Operating Expenses	37.45%	(37,106)	(37,265)	(13,896)
<b>Operating Surplus / (Deficit)</b>		<b>82</b>	<b>87</b>	<b>19,556</b>
<b>CAPITAL ACTIVITIES:</b>				
<b>Net Outlays on Existing Assets</b>				
	<i>Capital</i>			
Capital Expenditure on Renewal and Replacement of Existing Assets	19.83%	(4,472)	(4,895)	(887)
Add back Depreciation, Amortisation & Impairment		7,362	7,362	3,068
Add back Proceeds from Sale of Replaced Assets		346	400	39
<b>Subtotal</b>		<b>3,236</b>	<b>2,867</b>	<b>2,220</b>
<b>Net Outlays on New and Upgraded Assets</b>				
Capital Expenditure on New and Upgraded Assets	24.86%	(14,977)	(19,445)	(3,724)
Add back Amounts Received Specifically for New and Upgraded Assets		3,345	4,920	1,885
Add back Proceeds from Sale of Surplus Assets		389	494	115
<b>Subtotal</b>		<b>(11,243)</b>	<b>(14,031)</b>	<b>(1,724)</b>
<b>Net Lending/(Borrowing) for the Financial Year</b>				
		<b>(7,925)</b>	<b>(11,077)</b>	<b>20,052</b>
<b>Total % Capital Budget Spent</b>		<b>23.71%</b>		

<b>Reconciliation for the movement in Net Lending / (Borrowing)</b>	
Original 2018/19 Full Year Budget Net Lending / (Borrowing)	(7,925)
<b>Carried Forward Budget Adjustments:</b> Report on Financial Results. Funds were held for these projects in cash and investments at 30 June 2018.	(1,703)
<b>September 2018 Budget Review:</b> Funds required for these items will decrease Council's cash and investments. This amount includes amendments approved at the Council meetings held in July and November 2018.	(1,449)
<b>Full Year Revised Budget - Net Lending / (Borrowing)</b>	<b>(11,077)</b>

## NOTES

1) The second quarter Grants Commission payment \$152k was received in November

2) 2018/19 Capital Expenditure spent to end of November includes:

Angaston Hall Chairs \$6k  
Angaston Railway Precinct - The Big Project \$63k  
Bridges \$2k  
Budgeting Software \$3k  
Curdnatta Recreation Park - Oval Irrigation Tank \$16k  
CWMS \$32k  
Depot Plant Shed \$39k  
Drainage \$216k  
Footpaths \$824k  
Mt Pleasant Main Street \$161k  
Nuriootpa Land Purchase \$714k  
Nuriootpa Office Airconditioning \$16k  
Nuriootpa Soldiers Memorial Hall Car Park Sealing \$46k  
Playground Equipment \$14k  
Road Resheeting \$357k  
Sealed Roads \$1,338k  
Talunga Recreation Park Internal Road \$17k  
The Big Project - Buildings Implementation \$295k  
Williamstown Hall Airconditioning \$22k  
Williamstown QVJP Bridge Entrance \$18k, Retaining Wall \$61k

COUNCIL

EXECUTIVE SERVICES

FINANCE

18 DECEMBER 2018

7.2.2 DEBATE AGENDA – FINANCE

7.2.2.2

CONSIDERATION AND ADOPTION OF AUDIT COMMITTEE RESOLUTIONS

B7455

PURPOSE

The Minutes of the Audit Committee meeting held 30 October 2018 are presented for the consideration and adoption of Council.

RECOMMENDATION

That Council, having reviewed the Minutes of the Audit Committee meeting held 30 October 2018, adopt the Resolutions contained therein.

REPORT

The consideration and adoption of recommendations of Council committees requires assessment by Council to ensure compliance with Council obligations under section 6(a) of the Local Government Act.

ATTACHMENTS OR OTHER SUPPORTING REFERENCES

Attachment: Minutes of the Audit Committee meeting held 30 October 2018

COMMUNITY PLAN / CORPORATE PLAN / LEGISLATIVE REQUIREMENTS

Corporate Plan



How We Work – Good Governance

- 6.2 Ensure that Council's policy and process frameworks are based on principles of sound governance and meet legislative requirements.
- 6.9 Provide access to Council's plans, policies and processes and communicate with the community in plain English.

Legislative Requirements

Local Government Act 1999

FINANCIAL, RESOURCE AND RISK MANAGEMENT CONSIDERATIONS

The consideration and adoption of recommendations of Council committees is a risk management tool.

COMMUNITY CONSULTATION

Not required under legislation or Council's Public Consultation Policy.



*The Barossa Council*

MINUTES OF THE MEETING OF THE AUDIT COMMITTEE  
OF THE BAROSSA COUNCIL

held on Tuesday 30 October 2018, commencing at 10.31am in the  
Council Chamber, 43-51 Tanunda Road, Nuriootpa

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1. WELCOME

The Chair, Mr Peter Brass, declared the meeting open at 10.31am.

2. MEMBERS PRESENT

Mr Peter Brass, Mr Ian Swan, Cr John Angas, Cr Scotty Milne

Invited Staff Members

Mr Martin McCarthy, Chief Executive Officer

Mr Mark Lague, Manager Financial Services

Ms Nicole Rudd, Internal Control Compliance Officer

Ms Vicky Rohrlach, Senior Accountant

Ms Elizabeth Waters, Accountant

Mr Derek Jones, Risk Advisor (11.01am)

Ms Annette Randall, Executive Assistant (Minute Secretary)

In Attendance

Mr David Papa and Mr Matthew Brunato from Bentleys SA Pty Ltd  
(External Auditor)

3. APOLOGIES

Ms Tanya Johnston

4. CONFIRMATION OF MINUTES FROM PREVIOUS MEETING

MOVED Mr Swan that the Minutes of the Audit Committee Meeting held 22 May 2018 be confirmed as a true and correct record of the proceedings of that meeting.
---

Seconded Cr Angas

CARRIED 2018-19/1

5. BUSINESS ARISING FROM PREVIOUS MINUTES

Nil

6. CONSENSUS AGENDA

6.1 ITEMS FOR EXCLUSION FROM THE CONSENSUS AGENDA

Nil

7. ADOPTION OF CONSENSUS AGENDA

7.1 RECEIPT OF CONSENSUS AGENDA

## Not Confirmed

MOVED Cr Angas that the Consensus Agenda reports be received and any recommendations contained therein be adopted.

Seconded Cr Milne

CARRIED 2018-19/2

Mr Brass requested that officers prepare an action plan to record each matter identified in the Audit Committee Annual Self-Assessment and that actions taken be reported to the Audit Committee.

### 8. DEBATE AGENDA

With the leave of the Audit Committee Mr Brass approved the bringing forward of the Debate Reports 8.1.2 and 8.1.3 to allow the External Auditors to address the Committee and leave for their next appointment.

#### 8.1.2 NURIOTPA CENTENNIAL PARK AUTHORITY – 2017/18 ANNUAL FINANCIAL STATEMENTS

B7455

Mr Lague spoke to the highlights of the report and answered Members questions, advising that the Nuriootpa Centennial Park Authority (NCPA) Audit Committee approved the NCPA Financial Statements at their meeting on 25 October 2018 and a signed copy has been provided to Council.

MOVED Mr Swan that the 2017/18 Annual Financial Statements for the Nuriootpa Centennial Park Authority be endorsed and presented to Council for adoption.

Seconded Cr Angas

CARRIED 2018-19/3

#### PURPOSE

To provide a copy of the audited final signed Nuriootpa Centennial Park Authority Annual Financial Statements (FS) for the year ended 30 June 2018. (Refer [Attachment 1](#)).

#### REPORT

##### Introduction

In accordance with Section 126(4) of the Local Government Act 1999, the Committee must review the Annual Financial Statements to ensure that they present fairly the state of affairs of the Council.

##### Discussion

The Council Auditors commenced their Balance Date Audit on 8 -10 and 12 October 2018.

The NCPA Audit Committee Meeting to be held on 25 October 2018 will consider the NCPA FS and if approved, present for adoption to the NCPA Board to their November meeting.

Council officers have provided information to the Auditors to ensure they were able to conduct their audit and have made necessary adjustments to the report as required. The Auditors have reviewed the Financial Statements and have provided Council with a draft Independent Auditor's Report (refer [Attachment 2](#)).

#### ATTACHMENTS OR OTHER SUPPORTING REFERENCES

Attachment 1: Nuriootpa Centennial Park Authority Annual Financial Statements for the year ended 30 June 2018

Attachment 2: Draft Independent Auditor's Report – Financial Statements 2017/18

#### COMMUNITY PLAN / CORPORATE PLAN / LEGISLATIVE REQUIREMENTS

##### Corporate Plan



How We Work – Good Governance



## Not Confirmed

- 6.2 Ensure that Council's policy and process frameworks are based on principles of sound governance and meet legislative requirements.
- 6.3 Align operational strategy to strategic objectives and measure organisational performance to demonstrate progress towards achieving our goals.
- 6.4 Ensure that decisions regarding expenditure of Council's budget are based on an assessment of whole of life costs, risks associated with the activity and advice contained within supporting plans.
- 6.9 Provide access to Council's plans, policies and processes and communicate with the community in plain English.
- 6.16 Provide contemporary internal administrative and business support services in accordance with mandated legislative standards and good practice principles.

### Legislative Requirements

Local Government Act 1999 – Section 126(4)

## FINANCIAL, RESOURCE AND RISK MANAGEMENT CONSIDERATIONS

### Financial

The financial statements have been incorporated into Council's consolidated Financial Statements.

## COMMUNITY CONSULTATION

No separate consultation is required under Council's Public Consultation Policy. The Statements are public documents, accessible to the community via Council's website.

### 8.1.3 THE BAROSSA COUNCIL 2017/18 ANNUAL FINANCIAL STATEMENTS

B7455

Mr Lague spoke to the highlights of the report and answered questions from the Members. (Noted that the "175" appearing in the table at the bottom of page 175 of the Agenda [being page 45 of the Financial Statements] was in fact, the page number in the footer and not a figure in the Financial Statements.)

Mr Papa and Mr Brunato provided a brief summary of Bentleys Final Report on Audit Findings.

MOVED Cr Milne that subject to final confirmation with Council auditors, the 2017/18 Annual Financial Statements be endorsed and presented to Council for adoption.  
Seconded Cr Angas CARRIED 2018-19/4

## PURPOSE

To provide a copy of the Annual Financial Statements for the year ended 30 June 2018 for review. (Refer Attachment 1).

## REPORT

### Introduction

In accordance with the Local Government Act 1999, Section 126(4) the Committee must "...review the adequacy of the financial management systems and practices of the Council...". This is to ensure that they present fairly the state of affairs of the Council.

As required in the Terms of Reference "the Committee shall monitor the integrity of the financial statements of the Council, including its annual report, reviewing significant financial reporting issues and judgements they contain".

### Discussion

The Council Auditors conducted their Balance Day Audit on 8 - 10, and 12 October 2018. Council Officers have provided information to the Auditors to ensure they were able to conduct their audit and have made necessary adjustments to the report as required.

The Auditors have reviewed the financial statements and have provided Council with the following:

- ~~an Audit Completion Report for the Financial Year Ended 30 June 2018 (Attachment 2)~~

## Not Confirmed

- A draft Independent Auditor's Report – Financial Statements 2017/18 ([Attachment 3](#))
- A draft Independent Auditor's Report – Internal Controls 2017/18 ([Attachment 4](#))
- Letter regarding completion of the Audit ([Attachment 5](#))

A final copy of the financial statements will be presented to Council at a meeting on 6 November 2018.

### ATTACHMENTS OR OTHER SUPPORTING REFERENCES

Attachment 1: Draft - The Barossa Council 2017/18 Annual Financial Statements.  
Attachment 2: Final Report on Audit Findings Financial Year Ended 30 June 2018  
Attachment 3: Draft - Independent Auditor's Report – Financial Statements 2017/18  
Attachment 4: Draft - Independent Auditor's Report – Internal Controls 2017/18  
Attachment 5: Letter Bentleys SA – Financial Statements Audit 2018

### COMMUNITY PLAN / CORPORATE PLAN / LEGISLATIVE REQUIREMENTS

#### Corporate Plan



#### How We Work – Good Governance

- 6.2 Ensure that Council's policy and process frameworks are based on principles of sound governance and meet legislative requirements.
- 6.3 Align operational strategy to strategic objectives and measure organisational performance to demonstrate progress towards achieving our goals.
- 6.4 Ensure that decisions regarding expenditure of Council's budget are based on an assessment of whole of life costs, risks associated with the activity and advice contained within supporting plans.
- 6.9 Provide access to Council's plans, policies and processes and communicate with the community in plain English.
- 6.16 Provide contemporary internal administrative and business support services in accordance with mandated legislative standards and good practice principles.

#### Legislative Requirements

Section 126(4) of the Local Government Act 1999  
Local Government (Financial Management) Regulations 2011

### FINANCIAL, RESOURCE AND RISK MANAGEMENT CONSIDERATIONS

#### Financial

All known financial and resourcing requirements as at 30 June 2018 have been included in the financials.

#### Risk Management

Risk management issues are considered by Management throughout the financial year and communicated to Council as required.

### COMMUNITY CONSULTATION

No separate consultation is required under Council's Public Consultation Policy. The Statements are public documents, accessible to the community via Council's website.

*Mr Papa and Mr Brunato left the meeting at 11.16am.*

8.1.1

THE BAROSSA COUNCIL QUARTER 4 – 2017/18 PERFORMANCE & ACTIVITY REPORT  
B3865

MOVED Cr Angas that the Audit Committee receives and notes The Barossa Council Quarter 4 – 2017/18 Performance & Activity Report.  
Seconded Mr Swan

CARRIED 2018-19/5

## Not Confirmed

### PURPOSE

To provide Council's Quarter 4 – 2017/18 Performance and Activity Report on measures adopted within the Barossa Council Corporate Plan 2016/17 to 2019/20 (refer [Attachment](#)).

### REPORT

#### Background

Since November 2016, Council and the Audit Committee have been presented with Quarterly Performance Reports on measures adopted within the Corporate Plan. The Barossa Council Quarter 4 – 2017/18 Performance and Activity Report (the Report) was presented to the 21 August 2018 Council meeting.

#### Introduction

The Report provides performance results against Corporate Plan measures as at 30 June 2018. It also includes a suite of activity measures, providing a snapshot of activity undertaken over the quarter in the delivery of key internal and external Council services under each Community Plan Theme.

#### Discussion

During the fourth quarter, operational use of Council's holistic enterprise level strategic planning and reporting software (Magiq) has continued. The solution has allowed better access to a broader range of data and improved the efficiency and effectiveness of data analysis in preparing reports during 2017/18.

With the ongoing implementation of Magiq Software, officers are continuing to refine counting rules and formulas for the extraction and analysis of data, which may result in the revision of previously reported results where the data has been refined or cleansed. Where this is the case, the report will include a disclaimer regarding the nature of any changes implemented and its impact on the data.

Additionally, where justification exists, performance targets may be amended to reflect a more realistic figure. As above, where this is the case, the report will include an explanation of the nature of and justification for any changes implemented and its impact on the data.

Overall, it is anticipated that comparison data reported will become more longitudinal as the reporting system grows and allow the representation of trends over time. It is anticipated that this will facilitate an increase in evidence based strategic policy decision making by Council and the executive team.

### ATTACHMENTS OR OTHER SUPPORTING REFERENCES

The Barossa Council Quarter 4 – 2017/18 Performance & Activity Report.

### COMMUNITY PLAN / CORPORATE PLAN / LEGISLATIVE REQUIREMENTS

#### Community Plan



How We Work – Good Governance

#### Corporate Plan

A6.3 Align operational strategy to strategic objectives and measure organisational performance to demonstrate progress towards achieving our goals.

#### Legislative Requirements

Nil

### FINANCIAL, RESOURCE AND RISK MANAGEMENT CONSIDERATIONS

Current resources are sufficient to provide ongoing quarterly reporting.

### COMMUNITY CONSULTATION

Community consultation is not required under the Act or Council's Public Consultation Policy.

## Not Confirmed

### 8.1.4 REPORT ON FINANCIAL RESULTS 2017/2018 (AS AT 30 JUNE 2018)

B7455

Mr Lague spoke to the Report, advising that an updated version with corrected graph (page 29) and typos, will be presented to the 6 November 2018 Council Meeting.

MOVED Mr Swan that the Report on Financial Results for 2017/2018 be endorsed and presented to Council for adoption.

Seconded Cr Angas

CARRIED 2018-19/6

#### PURPOSE

To provide a copy of the Report on Financial Results for 2017/2018 (as at 30 June 2018) for review. (Refer [Attachment 1](#)).

#### REPORT

##### Discussion

The Report on Financial Results is prepared following the completion of the Financial Statements. This report provides a final variance report for the actual results as compared to the adopted budget, along with suggested carried forward adjustments to the 2018/2019 financial year.

The report provides information as to the financial position of Council, containing: Executive Summary, Uniform Presentation of Finances, Key Performance Indicators, Financial Statements with Variance Reporting as compared to the original budget and compared to last year actual results.

The report also provides a list of proposed Operating and Capital Budget carried forward adjustments. Many of these adjustments are for projects not completed by 30 June 2018 for various reasons and/or are attached to grant funding/contributions for programs in 2018/2019.

For further analysis, reference should be made to the Annual Financial Statements 2017/2018, attached to Agenda item 8.1.3.

The report also includes capital expenditure and new initiatives review.

#### ATTACHMENTS OR OTHER SUPPORTING REFERENCES

Attachment 1: Report on Financial Results 2017/2018

#### COMMUNITY PLAN / CORPORATE PLAN / LEGISLATIVE REQUIREMENTS

##### Corporate Plan



##### How We Work – Good Governance

- 6.2 Ensure that Council's policy and process frameworks are based on principles of sound governance and meet legislative requirements.
- 6.3 Align operational strategy to strategic objectives and measure organisational performance to demonstrate progress towards achieving our goals.
- 6.4 Ensure that decisions regarding expenditure of Council's budget are based on an assessment of whole of life costs, risks associated with the activity and advice contained within supporting plans.
- 6.9 Provide access to Council's plans, policies and processes and communicate with the community in plain English.
- 6.16 Provide contemporary internal administrative and business support services in accordance with mandated legislative standards and good practice principles.

##### Legislative Requirements

Section 126(4) of the Local Government Act 1999

Local Government (Financial Management) Regulations 2011

#### FINANCIAL, RESOURCE AND RISK MANAGEMENT CONSIDERATIONS



## Not Confirmed

### Financial

To enable Council to make effective and strategic financial decisions, a regular up to date high level financial report is provided. This report contains budget adjustments for decisions Council has made since the last review and other adjustments to meet financial changes in capital and/or operational areas. The document contains comments and implications for the Long Term Financial Plan as a result of this review.

At the 27 June 2018 Special Council Meeting, Council approved for continuation of works in progress estimated at over \$2.1m. These capital expenditure projects, along with a number of others and operating items, are included within this report as carried forward to the 2018/19 financial year for Council consideration and approval at their next meeting.

### COMMUNITY CONSULTATION

Community Consultation was part of the original budget adoption process in June 2017, as per legislation.

8.1.5

### INTERNAL FINANCIAL CONTROL REPORT

B7455

Ms Rudd introduced the Report and officers provided further information on the Business Continuity Plan and Delegations of Authority.

MOVED Cr Milne that the report from the Coordinator Internal Control on the status of Internal Financial Control work, be received and noted.

Seconded Mr Swan

CARRIED 2018-19/7

### PURPOSE

To provide an update on the status of Internal Financial Control work.

### REPORT

Attached is a copy of the Internal Financial Control Report for April to August 2018.

### ATTACHMENTS OR OTHER SUPPORTING REFERENCES

Nil

### COMMUNITY PLAN / CORPORATE PLAN / LEGISLATIVE REQUIREMENTS

#### Community Plan



How We Work – Good Governance

#### Corporate Plan

How We Work – Good Governance

- 6.2 Ensure that Council's policies and process frameworks are based on principles of sound governance and meet legislative requirements.
- 6.4 Ensure that decisions regarding expenditure of Council's budget are based on an assessment of whole of life costs, risks associated with the activity and advice contained within supporting plans.

#### Legislative Requirements

Local Government Act 1999 – Section 125, 126, 129 (1) (b)

Local Government (Financial Management) Regulations 2011, 14(e)

### FINANCIAL, RESOURCE AND RISK MANAGEMENT CONSIDERATIONS

The regular monitoring and review of Council's financial internal controls and risk assessments will significantly facilitate the on-going safeguarding of Council assets. The control and review of risks is a core officer function and responsibility.

### COMMUNITY CONSULTATION

Not required under legislation or Council's Public Consultation Policy.

## Not Confirmed

8.1.6

### UPDATE – RISK MANAGEMENT PROGRAMS AND PROJECTS

B7531

Mr Jones spoke to the Report and answered questions from the meeting.

MOVED Cr Angas that the Audit Committee:

- (1) receives and notes the report on the progress of Risk Management Programs and Projects;
- (2) endorses The Barossa Council Strategic Risk Register, Consequence and Likelihood Tables and Risk Matrix.

Seconded Cr Milne

CARRIED 2018-19/8

#### PURPOSE

- To present a quarterly report on the progress of Risk Management programs and projects.
- To seek endorsement of the Consequence and Likelihood Tables, Risk Matrix and Strategic Risk Register is requested.

#### REPORT

##### Risk Management

Risk Services has drafted the "Risk Plan 2019 – 2021". The Plan is made up of 2 Programs and 4 Projects. The Risk Team has aligned the Plan with active programs and projects to gain leverage from and for the existing plans. The Plan has been submitted to the Corporate Management Team (CMT) for review. Further consultation with CMT/CEO is required before endorsement can be sought. Risk and CMT are committed to having the plan endorsed by 30 October 2018.

##### Programs

1. Community Resilience and Emergency Management
2. Change Management
  - a. As the program relates to Risk and Safety
  - b. Process Review, simplification and improvement
  - c. Organisational Risk

##### Projects

1. Contractor Monitoring and Support
2. Hazard management – Plant
3. Health management – fit for work, drug and alcohol, aging workforce, mental health
4. Volunteer integration – training support, consultation and skills matching

##### Risk Management Action Plan

The 2018 Risk Management Action Plan, derived from the LGA Mutual Liability Scheme Risk Evaluation criteria, is complete in readiness for the risk evaluation to be conducted by LGAMLS over 3 days from 30 October 2018.

The 2019 - 2021 Risk Plan and proposed LGAMLS evaluation criteria will feed into the development of the 2019 Risk Management Action Plan.

##### Strategic Risk Management

Audit Committee endorsement of the Consequence and Likelihood Tables and Risk Matrix (Attachment 1) and Strategic Risk Register (Attachment 2) is requested.

CMT has endorsed the revision of the Consequence and Likelihood Tables, Risk Matrix and Strategic Risk Register. The Strategic Risk Register has been assessed by CMT and Risk Services. All risk items have either been accepted with the routine processes and any control already in place, or where appropriate, additional controls have been recommended.

The next phase will be to create an action plan to ensure the controls are implemented and reviewed for effectiveness.

Risk Services has looked at how other councils manage their Risk Register with the intention of making it a valuable working document. Options will be presented to CMT for consideration.

## Not Confirmed

### KPI Action Plan for 2018

The 2018 Key Performance Indicator Action Plan (KPI Action Plan), driven by LGAWCS, commenced in January 2018, closing in September 2018. An extension was granted by LGAWCS until 30 October 2018. Risk Services is of the opinion that the regional risk coordinator, Rob Castle, will assess us as 90% -100% complete on these set actions.

Risk Services will draft a proposed KPI Plan for next year, drawing from the 2019 – 2021 Risk Plan. It is hoped the KPI Plan will be drafted before the close of the calendar year.

### Risk Management Quarterly Report

Council's Risk Management Quarterly Reports for the fourth quarter of 2017/18 and the first quarter 2018/19 (Attachment 3) provide details on Risk Management, Work Health Safety and Insurance.

### Emergency Management and Community Resilience

All Council facilities that require emergency management plans and instructions have been assessed and the majority have been provided with updated and compliant "you are here" maps showing exits, emergency equipment and assembly areas. The exceptions have been the locations identified for structural changes as part of the "Big Project".

The Risk Advisor, Derek Jones, has been engaging with the LGA Functional Support Group and LG Emergency Management Planning, with the view to progress the work that Barossa and the surrounding regions have already done in this space.

Ten LIFEPAK CR2, Automatic External Defibrillators (AEDs), have been purchased by Council with the funds made available through the LGAMLS and LGAWCS incentive program, one from funds raised by the Friends of the Library, and a Phillips AED donated by The Woman of the Barossa (CWA) and already installed at the CWA Hall in Tanunda. A gap analysis of the known locations of AEDs throughout The Barossa Council has informed a draft plan for 24 hour public access locations servicing the following townships:

- Stockwell
- Nuriootpa
- Angaston
- Tanunda
- Eden Valley
- Lyndoch
- Williamstown
- Mount Pleasant
- Springton

### Business Continuity Plan (BCP)

All levels of service that Council provides were reviewed to identify critical services. The review utilised the drafted Risk Matrix (Consequence and Likelihood Tables) to identify the incidents that would prevent Council from providing those services. It then looked at what the community response might be if those services are not available for a period of time, to determine the critical functions.

This work was recently revised by the Organisational Development & Risk team to align it with the Services Review.

The BCP will be provided to the Organisational Management Group for review, and then back to Paul Kerrish from JLT to develop the critical function sub plans.

### ATTACHMENTS OR OTHER SUPPORTING REFERENCES

Attachment 1: Risk Matrix; Likelihood and Consequence Tables (18/42058\*)

Attachment 2: The Barossa Council Strategic Risk Register (18/40117\*)

Attachment 3: Risk Management Quarterly Reports:

- Fourth Quarter 2017/18 (18/45849)
- First Quarter 2018/19 (18/72915)

### COMMUNITY PLAN / CORPORATE PLAN / LEGISLATIVE REQUIREMENTS

#### Corporate Plan

## Not Confirmed



### How We Work – Good Governance

- 6.2 Ensure that Council's policy and process frameworks are based on principles of sound governance and meet legislative requirements.
- 6.3 Align operational strategy to strategic objectives and measure organisational performance to demonstrate progress towards achieving our goals.

#### Legislative Requirements

Local Government Act 1999

Work Health Safety Act 2012

#### FINANCIAL, RESOURCE AND RISK MANAGEMENT CONSIDERATIONS

Addressed within the Report.

#### COMMUNITY CONSULTATION

Not required under legislation or Council's Public Consultation Policy.

8.1.7

#### CHANGE PROGRAM

B7455

Mr McCarthy provided a presentation on The Barossa Council Change Program.

MOVED Mr Swan that the Change Program presentation be received and noted.

Seconded Cr Milne

CARRIED 2018-19/9

#### PURPOSE

To table the Change Program with the Audit Committee.

#### REPORT

##### Background

Council and its executive team, over the past 18 or so months, has undertaken a Service Review and from that, various sub-level reviews of the organisation.

##### Introduction

As a result of the service and sub-level review work undertaken, a change program has been established to deliver process, people and technology change.

##### Discussion

At the meeting the Chief Executive Officer will provide a presentation on the change program and status.

#### ATTACHMENTS OR OTHER SUPPORTING REFERENCES

Nil

#### COMMUNITY PLAN / CORPORATE PLAN / LEGISLATIVE REQUIREMENTS

##### Community Plan



### How We Work – Good Governance

#### Corporate Plan

- 6.5 Implement compliant and contemporary risk management initiatives.
- 6.6 Define and deliver on agreed Customer Service Standards for Council service delivery.
- 6.10 Embed a culture of continuous improvement across Council, with tools, processes and systems being used to achieve business efficiencies and customer service improvements.
- 6.11 Maximise the use and integration of Information and Communications Technology systems to enhance external and internal customer service outcomes.



## Not Confirmed

- 6.12 Ensure that our people (workers including employees, volunteers and contractors) have the skills, resources and understanding of organisational processes to do their job.
- 6.14 Pursue organisational excellence including shared services or other collaboration initiatives to reduce operating costs.

### Legislative Requirements

Nil

## FINANCIAL, RESOURCE AND RISK MANAGEMENT CONSIDERATIONS

Resources have been applied in the 2018/19 draft budget to support the high priority work.

## COMMUNITY CONSULTATION

Community consultation is not required under the Act or Council's Public Consultation Policy.

8.1.8

## DRAFT ANNUAL REPORT FOR THE BAROSSA COUNCIL - 2017/18 FINANCIAL YEAR

B8473

MOVED Cr Milne that the Audit Committee, having reviewed The Barossa Council Annual Report for the 2017/18 financial year, endorse the Report.

Seconded Mr Swan

CARRIED 2018-19/10

## PURPOSE

To review and endorse The Barossa Council Annual Report for the 2017/18 financial year.

## REPORT

Council is required to prepare an Annual Report in accordance with Section 131 of the Local Government Act and adopt the report by 30 November 2018.

The draft Report, excluding the consolidated financial statements, which in draft form are also presented under another Agenda item for the Audit Committee, is provided at the [Attachment](#). The Report provides pertinent and legislative disclosure requirements.

The Audit Committee has a role in reviewing the Report to review Council performance against goals and the efficiency and economy aspects of service delivery which are encased within the Report.

Clause 2.2.2 of its Terms of Reference requires the Committee to "Review and recommend the approval, where appropriate, of statements to be included in the annual report concerning internal controls and risk management."

Committee members are asked to review the document and provide any comments or suggested changes at the meeting.

## ATTACHMENTS OR OTHER SUPPORTING REFERENCES

Draft Annual Report for 2017/18 Financial Year

## COMMUNITY PLAN / CORPORATE PLAN / LEGISLATIVE REQUIREMENTS

### Community Plan



How We Work – Good Governance

### Corporate Plan

- 6.1 Ensure that the community has access to information regarding the discussions held and decisions made by Elected Members.
- 6.7 Implement strategies for the community to be actively engaged in Council decision making through sound information and communication.

## Not Confirmed

- 6.16 Provide contemporary internal administrative and business support services in accordance with mandated legislative standards and good practice principles.

### Legislative Requirements

Section 131 of the Local Government Act

#### FINANCIAL, RESOURCE AND RISK MANAGEMENT CONSIDERATIONS

Existing resources are adequate. There are no risk management considerations.

#### COMMUNITY CONSULTATION

No consultation is required or proposed to be undertaken. The Report once completed, will be made publicly available.

8.1.9

### **DRAFT ANNUAL REPORT OF AUDIT COMMITTEE'S ACTIVITIES 2017-18**

B7455

MOVED Cr Angas that the draft Annual Report of Audit Committee's Activities for 2017-18 be approved for submission to Council.

Seconded Mr Swan

CARRIED 2018-19/11

#### PURPOSE

A draft Annual Report of the Audit Committee's activities is attached for approval.

#### REPORT

##### Introduction

One of the activities of an Audit Committee identified in the LGA Information Paper 14 'Model Work Program for Council Audit Committees' is its annual reporting to Council. Subsequent Information Paper 19 'Audit Committee Reporting' presents a 'best practice' approach for Council's to adopt.

##### Discussion

The Chairman's draft report follows the model template set out in the Information Paper. The Chairman will present his report to a future Council meeting.

#### ATTACHMENTS OR OTHER SUPPORTING REFERENCES

Attachment 1: Draft Annual Report of Audit Committee's Activities 2017-18

#### COMMUNITY PLAN / CORPORATE PLAN / LEGISLATIVE REQUIREMENTS

##### Community Plan



How We Work – Good Governance

##### Corporate Plan

- 6.2 Ensure that Council's policy and process frameworks are based on principles of sound governance and meet legislative requirements.
- 6.3 Align operational strategy to strategic objectives and measure organisational performance to demonstrate progress towards achieving our goals.
- 6.4 Ensure that decisions regarding expenditure of Council's budget are based on an assessment of whole of life costs, risks associated with the activity and advice contained within supporting plans.
- 6.9 Provide access to Council's plans, policies and processes and communicate with the community in plain English.
- 6.16 Provide contemporary internal administrative and business support services in accordance with mandated legislative standards and good practice principles.

### Legislative Requirements

## Not Confirmed

Local Government Act – Section 126

LGA Information Paper 19 'Audit Committee Reporting'

### FINANCIAL, RESOURCE AND RISK MANAGEMENT CONSIDERATIONS

Council's Audit Committee has a key role in its good governance framework. Good communication between the Committee and the Council will ensure that financial and risk management issues raised receive appropriate consideration and attention.

### COMMUNITY CONSULTATION

Council's Audit Committee Annual Report on Activities for 2017-18 will be available to the public via Council's website.

## 8.2 POLICIES FOR REVIEW

### 8.2.1

#### **ELECTED MEMBERS' ALLOWANCES AND BENEFITS POLICY**

B1485

MOVED Cr Angas that the Audit Committee endorses in principle, the draft updated Elected Members' Allowances and Benefits Policy.

Seconded Cr Milne

CARRIED 2018-19/12

### PURPOSE

The current Elected Members' Allowances and Benefits Policy was approved by Council on 19 April 2016. An updated draft version ([Attachment 1](#)) is presented for review and comment by the Audit Committee.

### REPORT

#### Introduction

The Elected Members' Allowances and Benefits Policy sets out the allowances, reimbursement of expenses and the provision of benefits by Council to the Elected Members. The Policy lapses upon the general elections and is required to be reviewed and presented to Council following an election.

#### Discussion

The Policy has been updated to:

- include updated financial figures released by the Remuneration Tribunal (links provided in the comments section of the document);
- implement improved process changes;
- allow for Council to make policy decisions; and
- make minor corrections

In order to ensure that the Policy is reviewed in a timely manner, contemporaneously to review of the draft Policy by the Audit Committee, relevant officers will be consulted on the draft Policy, pursuant to Council's Policy Framework. All comments and changes will then be incorporated to the document and presented to the Corporate Management Team for final consultation/review before being presented to the first Council Meeting following the Elections.

### ATTACHMENTS OR OTHER SUPPORTING REFERENCES

Attachment 1: Draft Elected Members' Allowances and Benefits Policy

### COMMUNITY PLAN / CORPORATE PLAN / LEGISLATIVE REQUIREMENTS



How We Work – Good Governance

Corporate Plan

## Not Confirmed

6.2 Ensure that Council's policy and process frameworks are based on principles of sound governance and meet legislative requirements.

6.4 Ensure that decisions regarding expenditure of Council's budget are based on an assessment of whole of life costs, risks associated with the activity and advice contained within supporting plans.

### Legislative Requirements

Local Government Act 1999

## FINANCIAL, RESOURCE AND RISK MANAGEMENT CONSIDERATIONS

Financial – There will be an earlier payment of Elected Members following the next periodic election ie from the end of the periodic election rather than from the first meeting of the new council.

Resource – Nil

Risk is reduced by the transparency and accountability provisions provided in the Local Government Act 1999 and this Policy.

## COMMUNITY CONSULTATION

No community consultation is required under legislation or Council's Public Consultation Policy.

8.2.2

### DISPOSAL OF LAND AND OTHER ASSETS POLICY

B2247

Mr Lague spoke to the Report. Mr Brass suggested including a statement in relation to charitable status in the Definition of "Non-profit association".

MOVED Mr Swan that the Audit Committee endorses in principle, the draft updated Disposal of Land and Other Assets Policy.

Seconded Cr Angas

CARRIED 2018-19/13

## PURPOSE

The current Disposal of Land and Other Assets Policy was approved by Council on 10 September 2014. An updated draft version ([Attachment 1](#)) is presented for review and comment by the Audit Committee.

## REPORT

### Introduction

The Disposal of Land and Other Assets Policy sets out the methods by which Land and Other Assets are disposed of and is required to be reviewed every four years.

### Discussion

The Policy has been updated to include the following changes:

- Minor updates to the various definitions including Other Assets, Community Land, Not for Profit and Volunteers of The Barossa Council.
- Clarification of 4.4 Accounting for Disposal of Attractive Assets.
- Tidy up of clause 4.4.1 Land Disposal.

The relevant officers have been consulted on the draft Policy, pursuant to Council's Policy Framework and all changes are incorporated in ([Attachment 1](#)). The Corporate Management Team have reviewed the document and it is now ready for review by the Audit Committee prior to being put to Council.

## ATTACHMENTS OR OTHER SUPPORTING REFERENCES

Attachment 1: Draft Disposal of Land and Other Assets Policy

## COMMUNITY PLAN / CORPORATE PLAN / LEGISLATIVE REQUIREMENTS





#### Corporate Plan

6.2 Ensure that Council's policy and process frameworks are based on principles of sound governance and meet legislative requirements.

6.4 Ensure that decisions regarding expenditure of Council's budget are based on an assessment of whole of life costs, risks associated with the activity and advice contained within supporting plans.

#### Legislative Requirements

Local Government Act 1999

### FINANCIAL, RESOURCE AND RISK MANAGEMENT CONSIDERATIONS

Financial - Nil

Resource – Nil

Risk is reduced by the transparency and accountability provisions provided in the Local Government Act 1999 and this Policy.

### COMMUNITY CONSULTATION

No community consultation is required under legislation or Council's Public Consultation Policy.

#### 9. OTHER BUSINESS

##### 9.1 Query – Informal Gathering

Cr Angas queried whether a gathering of Council or Committee Members for a meal following a formal meeting was considered as an 'Informal Gathering'. Mr McCarthy advised that it was not the original intent of the legislation, but will investigate and provide an answer to the Members.

##### 9.2 Cr Milne

Cr Milne advised that today was his last Audit Committee meeting as he was not standing for re-election in the current Local Government Elections. He has enjoyed his time on the Committee and thanked everyone for their support.

##### 9.3 Thanks to Finance Team

Mr McCarthy wished to recognise the excellent work of the Finance Team in producing the Financial Statements for The Barossa Council and the Nuriootpa Centennial Park Authority. Mr Brass concurred with his comments.

#### 10. NEXT MEETING

To be advised.

#### 11. CLOSURE OF MEETING

There being no further business, Mr Brass thanked Cr Milne for his service to the Committee and closed the meeting at 12.25pm.

Confirmed:

Chairman: .....

Date: .....

## COUNCIL

### CORPORATE AND COMMUNITY SERVICES

#### DIRECTOR'S REPORTS

18 DECEMBER 2018

#### 7.3.1 DEBATE AGENDA – DIRECTOR

##### 7.3.1.1

##### ESTABLISHMENT OF THE BIG PROJECT WORKING GROUPS AND SUPPORTING TERMS OF REFERENCE

B5602

#### PURPOSE

To review relevant working groups established in order to implement sub-projects of The Big Project.

#### REPORT

##### Introduction

As reported in Agenda item 7.3.1.1 of the 26 November 2018 Council Meeting, in addition to formal committees, Council has established a number of groups and working parties to act only in an informal and advisory capacity and have no delegated powers from Council. This report presents the working groups established under The Big Project, together with each terms of reference, for Elected Member review.

##### Discussion

##### The Big Project – Working Party

Council, at its meeting held on 20 September 2016, approved the establishment of “The Big Project” and a small informal Working Party as a guidance mechanism to the project. Council appointed Crs de Vries, Angas, Miller, Lange and Seager to the working party. A Project Scope was developed, with “*Mayor and Elected Members*” as the Change Champions (refer Attachment 1). The Project Manager (Director Corporate and Community Services) calls meetings as required and usually timed to take place before Council Meetings at 8am to 8.45am.

#### RECOMMENDATION

That Council:

- (1) approve the continuation of The Big Project Working Party established on 20 September 2016
- (2) appoint Cr....., Cr....., Cr....., Cr..... and Cr..... to the Working Party.

Subsequent working groups have been established for sub-projects where detailed design has commenced.

## Angaston Railway Precinct Upgrade Project

- Angaston Railway Precinct Reference Group

An Angaston Station working group was formed in 2015 to develop a Masterplan for the Angaston Railway Precinct. Following Council's adoption of the Masterplan on 18 April 2017, the working group became known as the Angaston Railway Precinct Reference Group. Council, at its meeting held 18 July 2017, approved the Terms of Reference for the Reference Group (refer Attachment 2). No updates are required.

Two distinct projects were identified to implement the Masterplan.

- Angaston Railway Precinct – Station Building Restoration Working Group
- Angaston Railway Precinct – Playground, Open Space and Civil Works Working Group

Council, at its meeting held 17 April 2018, approved the Terms of Reference and Project Scope for the two Working Groups. Former Elected Member, Mark Grossman, was the nominated Elected Member representative on this Group, and his name was specifically recorded in these documents.

The documents have been updated to remove Mr Grossman's name, exclude all specific names (ie only use Titles/Positions) and to update any Titles/Positions. Copies of the updated documents are provided in Attachments 2a,b,c & d.

### RECOMMENDATION

That Council:

- (1) approve the continuation of the Angaston Railway Precinct Reference Group;
- (2) approve the continuation of the Angaston Railway Precinct – Station Building Restoration Working Group
- (3) approve updates to the Angaston Railway Precinct – Station Building Restoration Working Group Terms of Reference and Project Scope as provided in Attachments 2a and 2b of this report;
- (4) approve the continuation of the Angaston Railway Precinct – Playground, Open Space and Civil Works Working Group
- (5) approve updates to the Angaston Railway Precinct – Playground, Open Space and Civil Works Working Group Terms of Reference and Project Scope as provided in Attachments 2c and 2d of this report;
- (6) appoint Cr..... and Cr ..... to the Working Party.

## Southern Barossa Sporting Hub

Council, at its Special Meeting held 3 July 2015, approved expenditure for a Southern Barossa Feasibility Study. A Project Scope was developed in September 2015, establishing a working party comprised of the Chief Executive Officer, Director

Corporate and Community Services, Communications and Media Officer and Elected Members (refer Attachment 3).

- Southern Barossa Hub Working Group

Council, at its Special Meeting held 26 April 2017, approved the draft Southern Barossa Hub Feasibility Study (and associated concept plans) and the establishment of a working group of stakeholders, with Elected Member representation from Cr Lange, Cr Hurn and Cr Harris.

The Project Manager (Director Corporate and Community Services) calls meetings as required.

RECOMMENDATION

That Council:

- (1) approve the continuation of the Southern Barossa Hub Working Group
- (2) appoint Cr....., Cr..... and Cr..... to the Working Group.

This project is split into component parts for detailed design processes:

- Williamstown Queen Victoria Jubilee Park – detailed design progressing
- Rugby at the Rex – detailed design progressing
- Lyndoch Recreation Park – detailed design to be commenced
- Curdnatta Park – detailed design not progressed (not included in Federal Regional Growth Fund application)

Working Groups:

- Lyndoch Recreation Park Detailed Design Working Group
- Williamstown Recreation Park Detailed Design Working Group
- Tanunda Rugby Site Detailed Design Working Group

Council, at its meeting held 21 August 2018, approved the Terms of References for the three Working Groups (Refer Attachments 3a, 3b & 3c). No updates are required. Each of the Working Groups comprise:

- " (a) Representatives of user groups associated with the facility
- (b) Elected Member representation from Councillors involved in the previous master plan development stage where possible
- (c) External architects and their subcontractors engaged via a Request for Quotation process in accordance with Council's processes
- (d) The Director Corporate and Community Services or Manager Community Projects and other officers as required."

RECOMMENDATION

That Council:

- (1) approve the continuation of the Lyndoch Recreation Park Detailed Design Working Group and appoint Cr..... as the Elected Member representative on the Group;



- (2) approve the continuation of the Williamstown Recreation Park Detailed Design Working Group and appoint Cr..... as the Elected Member representative on the Group;
- (3) approve the continuation of the Tanunda Rugby Site Detailed Design Working Group and appoint Cr..... as the Elected Member representative on the Group.

### Tanunda Recreation Park Masterplan

Four distinct projects have progressed to detailed design stage.

- Tanunda Recreation Park – Landscape Working Group  
Council, at its meeting held 16 May 2017, instructed Officers to “*establish a working group with terms of reference for the development of a Landscape Management Plan for the Tanunda Recreation Park taking into account recommendations from the Tanunda Recreation Park Committee; Elected Members: Cr Miller and Officers with input from specialists as required.*”

Council, at its meeting held 19 December 2017, endorsed the Terms of Reference for the Group (refer Attachment 4a). No updates are required.

#### RECOMMENDATION

That Council:

- (1) approve the continuation of the Tanunda Recreation Park – Landscape Working Group
- (2) appoint Cr..... to the Working Group.

- Tanunda Recreation Park – Show Hall Upgrade Working Group  
Council, at its meeting held 21 November 2017, instructed the Chief Executive Officer to “*bring forward a proposal to accelerate the implementation of infrastructure being:*  
  - (a) *The extensions to the eastern and western boundaries and playing surface of the oval proper, as outlined under Stage 1 – Early Works*
  - (b) *Electrical Upgrades & Lighting Towers, as outlined under Stage 2,*
  - (c) *Show Hall, as outlined under Stage 3**in accordance with the approved Tanunda Recreation Park Masterplan.*”

Council, at its subsequent meeting held 19 December 2017, appointed Cr de Vries and Cr Miller to the Show Hall Upgrade Working Group. The Terms of reference for this Group was approved by Council on 20 February 2018 (refer Attachment 4b). The document will be updated should any changes be decided by Council.

#### RECOMMENDATION

That Council:

- (1) approve the continuation of Tanunda Recreation Park Show Hall Upgrade Working Group;

- (2) appoint Cr..... and Cr ..... to the Working Group;
- (3) Update the Terms of Reference for the Group to reflect the above appointment(s).

- Tanunda Recreation Park Early Works, Electrical and Lighting Upgrade Working Group

Council, at its meeting held 21 November 2017, instructed the Chief Executive Officer to “bring forward a proposal to accelerate the implementation of infrastructure being:

(d) The extensions to the eastern and western boundaries and playing surface of the oval proper, as outlined under Stage 1 – Early Works

(e) Electrical Upgrades & Lighting Towers, as outlined under Stage 2,

(f) Show Hall, as outlined under Stage 3

in accordance with the approved Tanunda Recreation Park Masterplan.”

Council, at its subsequent meeting held 19 December 2017, appointed Cr Lange (now Mayor Lange) and Cr Miller to the Early Works, Electrical and Lighting Upgrade Working Group. The Terms of reference for this Group was approved by Council on 20 February 2018 (refer Attachment 4c). The document will be updated should any changes be decided by Council.

#### RECOMMENDATION

That Council:

- (1) approve the continuation of Tanunda Recreation Park Early Works, Electrical and Lighting Upgrade Working Group;
- (2) appoint Cr..... and Cr ..... to the Working Group;
- (3) Update the Terms of Reference for the Group to reflect the above appointment(s).

- Tanunda Recreation Park Detailed Design Working Group

Council, at its meeting held 21 August 2018, approved the Terms of Reference for the Working Group (refer Attachment 4d). No updates are required. The Working Group comprises:

- “ (a) Representatives of user groups associated with the facility
- (b) Elected Member representation from Councillors involved in the previous master plan development stage where possible
- (c) External architects and their subcontractors engaged via a Request for Quotation process in accordance with Council’s processes
- (d) The Director Corporate and Community Services or Manager Community Projects and other officers as required.”

RECOMMENDATION

That Council approve the continuation of the Tanunda Recreation Park Detailed Design Working Group and appoint Cr..... as the Elected Member representative.

Angas Recreation Park Masterplan

This Masterplan has progressed to detailed design stage.

Council, at its meeting held 21 August 2018, approved the Terms of Reference for the Working Group (refer Attachment 5). No updates are required. The Working Group comprises:

- " (a) *Representatives of user groups associated with the facility*
- (b) *Elected Member representation from Councillors involved in the previous master plan development stage where possible*
- (c) *External architects and their subcontractors engaged via a Request for Quotation process in accordance with Council's processes*
- (d) *The Director Corporate and Community Services or Manager Community Projects and other officers as required."*

RECOMMENDATION

That Council approve the continuation of the Angas Recreation Park Detailed Design Working Group and appoint Cr..... as the Elected Member representative.

Talunga Recreation Park Masterplan

This Masterplan has progressed to detailed design stage.

Council, at its meeting held 21 August 2018, approved the Terms of Reference for the Working Group (refer Attachment 6). No updates are required. The Working Group comprises:

- " (a) *Representatives of user groups associated with the facility*
- (b) *Elected Member representation from Councillors involved in the previous master plan development stage where possible*
- (c) *External architects and their subcontractors engaged via a Request for Quotation process in accordance with Council's processes*
- (d) *The Director Corporate and Community Services or Manager Community Projects and other officers as required."*

RECOMMENDATION

That Council approve the continuation of the Talunga Recreation Park Detailed Design Working Group and appoint Cr..... as the Elected Member representative.

### Nuriootpa Centennial Park & Coulthard Reserve Masterplan

This Masterplan has progressed to detailed design stage.

Council, at its meeting held 21 August 2018, approved the Terms of Reference for the Working Group (refer Attachment 7). No updates are required. The Working Group comprises:

- " (a) *Representatives of user groups associated with the facility*
- (b) *Elected Member representation from Councillors involved in the previous master plan development stage where possible*
- (c) *External architects and their subcontractors engaged via a Request for Quotation process in accordance with Council's processes*
- (d) *The Director Corporate and Community Services or Manager Community Projects and other officers as required."*

#### RECOMMENDATION

That Council approve the continuation of the Nuriootpa Recreation Park & Coulthard Reserve Detailed Design Working Group and appoint Cr..... as the Elected Member representative.

### Barossa Regional Culture Hub Masterplan

This Masterplan has progressed to detailed design stage.

Council, at its meeting held 21 August 2018, approved the Terms of Reference for the Working Group (refer Attachment 8). No updates are required. The Working Group comprises:

- " (a) *Representatives of user groups associated with the facility*
- (b) *Elected Member representation from Councillors involved in the previous master plan development stage where possible*
- (c) *External architects and their subcontractors engaged via a Request for Quotation process in accordance with Council's processes*
- (d) *The Director Corporate and Community Services or Manager Community Projects and other officers as required."*

#### RECOMMENDATION

That Council approve the continuation of the Barossa Regional Culture Hub Detailed Design Working Group and appoint Cr..... as the Elected Member representative.

### Regional Cycle Tourism Trail Project

This is a partnership initiative of 5 Councils: Light Regional Council, Clare and Gilbert Valleys Council; Mount Barker District Council; Adelaide Hills Council and The Barossa Council. The partnership is governed by a memorandum of understanding (MOU). Mayor Lange has previously been attending working group meetings. No change to the MOU is required as a result of the recent election.



## RECOMMENDATION

That Council appoint Cr..... as the Elected Member representative on the Regional Cycle Trail Working Group.

## ATTACHMENTS OR OTHER SUPPORTING REFERENCES

Attachment 1:	Project Scope – The Big Project Working Party
Attachment 2:	Terms of Reference – Angaston Railway Precinct Reference Group
Attachment 2a:	Terms of Reference – Angaston Railway Precinct – Station Building Restoration Working Group
Attachment 2b:	Project Scope – Angaston Railway Precinct – Station Building Restoration Working Group
Attachment 2c:	Terms of Reference – Angaston Railway Precinct – Playground, Open Space and Civil Works Working Group
Attachment 2d:	Terms of Reference – Angaston Railway Precinct – Playground, Open Space and Civil Works Working Group
Attachment 3:	Project Scope – Southern Barossa Feasibility Study
Attachment 3a:	Terms of Reference – Lyndoch Recreation Park Detailed Design Working Group
Attachment 3b:	Terms of Reference – Williamstown Recreation Park Detailed Design Working Group
Attachment 3c:	Terms of Reference – Tanunda Rugby Site Detailed Design Working Group
Attachment 4a:	Terms of Reference – Tanunda Recreation Park – Landscape Working Group
Attachment 4b:	Terms of Reference – Tanunda Recreation Park Show Hall Upgrade Working Group
Attachment 4c:	Terms of Reference – Tanunda Recreation Park Early Works, Electrical and Lighting Upgrade Working Group
Attachment 4d:	Terms of Reference – Tanunda Recreation Park Detailed Design Working Group
Attachment 5:	Terms of Reference – Angas Recreation Park Detailed Design Working Group
Attachment 6:	Terms of Reference – Talunga Recreation Park Detailed Design Working Group
Attachment 7:	Terms of Reference – Nuriootpa Centennial Park & Coulthard Reserve Detailed Design Working Group
Attachment 8:	Terms of Reference – Barossa Regional Culture Hub Detailed Design Working Group

## COMMUNITY PLAN / CORPORATE PLAN / LEGISLATIVE REQUIREMENTS

### Community Plan



### How We Work – Good Governance

### Corporate Plan

- 6.1 Ensure that the community has access to information regarding the discussions held and decisions made by Elected Members
- 6.2 Ensure that Council's policy and process frameworks are based on principles of sound governance and meet legislative requirements.

Legislative Requirements  
Local Government Act 1999

FINANCIAL, RESOURCE AND RISK MANAGEMENT CONSIDERATIONS

There are no financial, resource or risk management considerations.

COMMUNITY CONSULTATION

Not required under legislation or Council's Public Consultation Policy.

THE BIG PROJECT Community Infrastructure Plan - Project Scope	
Change Champions:	Mayor, Elected Members
Project Coordinator:	Director Community Projects
Project Team:	Cr John Angas, Cr Dave de Vries, Cr Bim Lange, Cr Richard Miller, Cr Michael Seager, CEO, Community Project Director
Supplementary Project Team:	Chief Executive Officer Director Community Projects Communications and Marketing Officer Subject matter experts as required (internal / external) Community representatives as required

### 1. Description of Project / Project Goal:

- To establish a long term, costed and resourced, strategic investment and implementation plan for the delivery of "The Big Project", (a Barossa Council wide Generational Community Infrastructure Plan) –to include: community recreational assets; aquatic infrastructure; cycle, equine & leisure trails and tourism infrastructure; arts, culture and heritage infrastructure.
- Bringing together existing recreational Master Plans, in an overall "Big Project" Master, Implementation and Roadmap Plan.
- Other "business as usual" infrastructure projects are out of project scope. Out of scope projects are delivered on the basis of existing and future Budget and Business Plan arrangements and based on delivery of existing levels of service.

### 2. Objectives - To:

1. Deliver improved social wellbeing, health and economic benefits to the Barossa through community infrastructure investment within an 8 year period (or period otherwise agreed by Council).

#### Community Plan Linkage:



Health & Wellbeing



Business & Employment



Community & Culture

#### Corporate Plan Linkage:

2.1 Deliver sound community infrastructure and public space planning activities which incorporate place making principles and take into account the future needs of the community.

2.5 Facilitate the provision of a community arts and culture space through the Barossa Regional Gallery.

4.1 Deliver and promote health and wellbeing initiatives in line with the Public Health Plan.

4.6 Support the growth and sustainability of sporting, recreational and community clubs and organisations through provision of shared infrastructure, grants and opportunities to shape future use and development.

4.13 Ensure that Council services and facilities are fit for purpose including safety and access and these considerations are integrated into urban, asset and community planning.

5.4 Participate in initiatives or advocate for investment in creative industries and cultural tourism.

5.5 Contribute to tourism industry capacity building through the facilitation of tourism infrastructure development, including eco and recreational tourism.

5.8 Advocate for investment and support of local business through local transportation, training and employment initiatives.

2. Position The Barossa as a "go to" state, national and international destination for recreational, cycle/leisure and cultural tourism and give people a reason to visit us more often and stay longer.

Community Plan Linkage:



Business & Employment



Health & Wellbeing



Infrastructure

Corporate Plan Linkage:

Refer Objective 1): 2.1, 2.5, 4.1, 4.6, 4.13, 5.4, 5.5, 5.8

Plus:

2.6 Provide, promote and support community arts and cultural events, programs, attractions and services.

2.7 Provide library services and cultural spaces that are places for learning, participation, innovation, creativity and wellbeing for the community.

3.1 Provide regional and local walking and cycling connection between open spaces.

2.9 Collaborate, initiate, develop and/or support activities and facilities for youth in our community.

3.3 Ensure Council's sporting, recreational and leisure building facilities and associated programs meet the current need of the community to an agreed level of service.

3.4 Ensure Council's sporting, recreational and leisure grounds and playing arena and associated programs meet the current need of the community to an agreed level of service.

3.5 Advocate for efficient use of community resources through shared infrastructure and innovative solutions.

3.11 Advocate for the allocation of State and Federal funding to maintain and invest in infrastructure within our region.

3. Deliver family fun orientated facilities

Community Plan Linkage:



Infrastructure



Health & Wellbeing



Community & Culture

Corporate Plan Linkage:

Refer Objective 1) & 2): 2.1, 2.5, 2.6, 2.7, 2.9, 3.3, 3.4, 3.5, 3.11, 4.13

4. Prioritise the phased implementation of agreed projects within the 8 year period in partnership with the community (or period otherwise agreed by Council)

Community Plan Linkage:



Infrastructure



Community & Culture

Corporate Plan Linkage:

Refer Objective 1) and 2): 2.1, 2.5, 2.6, 2.7, 2.9, 3.3, 3.4, 3.5, 3.11

5. Prioritise the phased implementation of agreed projects within the 8 year period based on return on investment measures to include economic and social value (or period otherwise agreed by Council)

Community Plan Linkage:










Infrastructure



Business & Employment



<p><u>Corporate Plan Linkage:</u> Refer Objective 1) and 2): 3.3, 3.4, 3.5, 3.11, 5.5, 5.8</p>
<p>6. Build projects within an agreed timescale of 3-8 years (or otherwise agreed by Council), not just plan for them.</p> <p><u>Community Plan Linkage:</u></p> <p> Infrastructure</p> <p><u>Corporate Plan Linkage:</u> Refer Objective 2): 3.3, 3.4, 3.5, 3.11</p>
<p>7. Improve the whole Barossa for all of the Barossa</p> <p><u>Community Plan Linkage:</u></p> <p> Community &amp; Culture  Business &amp; Employment  Health &amp; Wellbeing</p> <p> Infrastructure</p> <p><u>Corporate Plan Linkage:</u> Refer Objectives 1), 2): 2.1, 2.5, 2.6, 2.7, 2.9, 3.3, 3.4, 3.5, 3.11, 4.1, 4.6, 4.13, 5.4, 5.5, 5.8,</p>
<p>8. Identify and secure State, Federal and external funding opportunities to meet 66% of costs</p> <p><u>Community Plan Linkage:</u></p> <p> Business &amp; Employment</p> <p><u>Corporate Plan Linkage:</u></p> <p> How We Work – Good Governance Plus refer Objective 2): 3.11</p>

3. High Level Deliverables & Milestones:	
<b><i>Project Deliverables:</i></b>	<b><i>By When</i></b>
1. Draft Costed Master Plans at individual project level	
a) Project scopes and associated RFQ processes for those projects without existing Master Plans and/or Project plans based on consultation with stakeholders, data, alignment with Regional Open Space Strategy (refer Environmental Scan/Gap Analysis Trim: 16/76910)	End March 17
b) Community consultation processes and endorsement by Council	End April 17
2. The Barossa Council Draft Aquatic Strategy	
a) Draft plan based on current research and development around Nuriootpa Pool and extend to the Rex, WQVJP Pool.	End February 17
b) Community consultation process and endorsement by Council	End April 17
3. Overall Draft GCIP Master Plan - Strategic Level	End November 17

a) Detailed Project Scope / Specifications based on all Project Master Plans	End May 17
b) RFQ processes – specialist project team (project management, architects, cost consultancy)	Various tbc
c) Service Level Modelling – based on available data, consultation	
d) Gantt Chart – high level draft Master Plan	16.11.16
e) Gantt Chart – individual Projects	Various tbc
4. Communication Strategy	16.11.16
5. Research and data gathering (to inform prioritisation, funding applications and financial modelling)	31.3.17
6. Consultation Strategy	18.11.16
7. Project development and implementation Governance Model	18.11.16
8. Overall GCIP Risk Assessment	18.11.16
9. Possible Asset Retirement Strategy / (separate Project Scope req'd)	End July 17
10. Financial Modelling	
a) Overall Business Case and scenario modelling	End August 17
b) Budget	End August 17
c) Return on Investment – economic and social value reporting	End August 17
d) Prudential Reporting – as required by phasing and as legislated	May – August 17
11. Funding	
a) Funding modelling	End August 17
b) Funding strategy	End August 17
c) Lobbying strategy	tbc
12. Implementation Strategy and Methodology	
a) GCIP prioritised / phased Plan	July – August 17
b) Individual Projects – draft implementation Plans	May 17
11. Post Implementation Review – GCIP Planning Phase	September 17

#### 4. Cost: Refer Council Minutes ref: 2014-18/780

- Project Management internal – Director Community Projects (9 to 12mths), Group Managers - (9-12mths) and additional resources to support business as usual \$52,950.
- Financial and Economic Modelling - \$30k
- Master Planning – sites without plans or updating plans - \$50k
- Admin / General Support - \$10k
- Consultation and Engagement Strategy - \$20k
- Technical support (external specialists) - \$50k
- Prudential Management (external specialist) - \$30k
- Legals and consumables - \$10k
- Contingency - \$40k
- Technical Design – external - \$200k (optional and not yet budgeted – would be for top priority projects only)

5. Project Stakeholders:	
Stakeholder	Expectations / Impact
<p><i>Internal:</i></p> <ul style="list-style-type: none"> <li>• Mayor</li> <li>• Elected Body</li> <li>• CEO</li> <li>• Community Project Director CPD</li> <li>• Comms &amp; Marketing Officers</li> <li>• Planning Dept</li> <li>• Finance Dept</li> </ul>	<ul style="list-style-type: none"> <li>- Change Champion</li> <li>- Working Party representation, input and governance</li> <li>- staged decision making – priorities, models and funding</li> <li>- community consultation processes</li> <li>- Working Party</li> <li>- Day to day line management – Community Project Director</li> <li>- Financial modelling</li> <li>- Project Coordinator</li> <li>- Working Party</li> <li>- Project Manager</li> <li>- Working Party as Required</li> <li>- Communication Strategy – development and implementation support for CPD</li> <li>- Consultation Strategy – development and implementation support for CPD</li> <li>- Strategic and detailed planning input as required</li> <li>- Financial and budgeting input as required</li> </ul>
<p><i>External:</i></p> <ul style="list-style-type: none"> <li>• Whole of Community Stakeholders</li> <li>• Community facility representatives</li> <li>• Community Groups</li> <li>• Specialist subject matter experts</li> <li>• Sporting bodies, associations, peak organisations</li> <li>• State government departments</li> <li>• State government ministers</li> <li>• Federal government departments</li> <li>• Federal government ministers</li> </ul>	<ul style="list-style-type: none"> <li>- Financial</li> <li>- Community champions</li> <li>- Consultation and engagement</li> <li>- Information and understanding</li> <li>- Data (sources)</li> <li>- Funding opportunities</li> <li>- Contractual arrangements</li> <li>- Technical Working Party</li> <li>- Requirements of strategy, policies and guidelines</li> <li>- Funding partners</li> <li>- Project partners</li> <li>- Support / networking / advice</li> </ul>

<ul style="list-style-type: none"> <li>Commercial Funding partners</li> <li>Media</li> <li>Lobbyists</li> <li>LGA</li> <li>Legal input</li> </ul>	<ul style="list-style-type: none"> <li>Communication Strategy</li> <li>Support / networking /advice</li> </ul>
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## 6. Project Communication and Governance:

Who	Method	Frequency
Council and Stakeholders	Refer detailed Communication Plan – Trim Ref: 16/76911	As per plan
Council and Stakeholders	Refer detailed Consultation Plan – Trim Ref: 16/77919	As per plan
Council and Stakeholders	Refer detailed Governance Strategy – Trim Ref: 16/77600 & 16/77610	As per plan

## 7. Project Containers:

Required?	Container Type	Record Number	Scope Note
Yes	Project Management	B5601	Permanent Project Records - Activities involving a defined series of actions including planning, implementing, monitoring and the final assessment and report at completion of a project.
Yes	Facilitative	B5602	Temporary Project Records - Documents within project management such as drafts for comment, unsuccessful registrations of interest, unsuccessful submissions, working documentation.
Yes	Consultation	B5604	The process of consulting with others seeking comment / feedback on a range of services and issues. This includes requests for consultation from organisations and individuals.
Yes	Contracts	B5603	The activities involved in arranging, procuring and managing the performance of work or the provision of goods and services by an external contractor or consultant. Sometimes referred to as outsourcing. Includes Council contracting out their own services. Includes records relating to ensuring contractors meet their contractual obligations.
Yes	Financial	B5605	The process of collecting, recording, classifying, summarising and analysing financial transactions Includes financial statements and the management of Council's accounting systems and internal controls.
Yes	Tendering	B5607	The activities involved in receiving and assessing tenders. Includes proposals made in writing by one party to another to carry out at an inclusive price or uniform rate, an order for the supply or purchase of goods, or for the production of work.
Yes	Grant Funding	B5606	The process of securing, administering and acquitting grant funding.
Yes	Project Communications	B5609	Capture of communications and promotion relating to the project

## 8. Related Documents:



Document	Trim Ref:	Document Contents
Council Agenda Report	16/57737	Council report and attachments
Council Minutes	2014-18/780	Confirmation of Council approval for Project
Bid Analysis Tool	16/78405	Due diligence report – attachment to Council Report
Big Project visual	16/76604	One page visual of project scope / timeline
Business as Usual Visual	16/78420	One page visual of out of scope infrastructure
Big Project environmental scan / gap analysis	16/76910	Visual of current status of master plans / project scope / data capture / regional, state and federal strategy linkages
Project Schedule	16/77330	Timeline for project delivery
Risk Assessment	16/77724	High level and strategic project risks

#### 9. Project Constraints and Dependencies: Refer Risk Assessment 16/77724

Dependencies
<ul style="list-style-type: none"> <li>Assumes existing service levels maintained for out of scope works/services</li> <li>Capacity to mobilise community wide understanding, engagement, support and appropriately manage expectations to cut through parochial tendencies and appropriately prioritise projects.</li> </ul>
Constraints
<ul style="list-style-type: none"> <li>Size of task and potential for further project creep</li> <li>Funding (project development specific)</li> <li>Funding (project implementation specific) – manage expectations if funding not secured</li> <li>Resource – achieving milestones, keeping momentum on track</li> <li>Long term viability of Council's finances</li> </ul>

Environmental Scan: refer Environmental Scan / Document Gap Analysis – Trim ref: 16/76595		
Relevant Strategies / Plans: <ul style="list-style-type: none"> <li>Community Plan</li> <li>Corporate Plan</li> <li>Regional Public Open Space, Public Realm Strategy</li> <li>SACA -</li> <li>SANFL</li> </ul>	Related TBC Projects: <ul style="list-style-type: none"> <li></li> </ul>	Legislation: <ul style="list-style-type: none"> <li>Local Government Act 1999</li> <li>Associated Regulations (Finance etc)</li> <li>State Records Act</li> </ul>

<ul style="list-style-type: none"> <li>• Talunga Park Master Plan</li> <li>• Tanunda Rec Park Master Plan</li> <li>• Southern Barossa Hub draft Master Plans</li> <li>• Greater Adelaide 30 Year Plan (revision)</li> <li>• SA Govt Strategic Plan</li> <li>• LTFP</li> <li>• AIMPS</li> </ul>		
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10. Success Measures:			
Objective	Measure(s)	Acceptable Variance	Result
1.	<ul style="list-style-type: none"> <li>- Project priorities are delivered within an 8 year timeframe</li> <li>- Social Wellbeing targets are set for overall project and prioritised projects and targets are monitored and reported</li> <li>- Health targets (linked to Public Health Plan) are set for overall projects and prioritised projects and targets are monitored and reported</li> <li>- Economic benefit targets are set for overall project and prioritised projects and targets are monitored and reported</li> </ul>	<p>+/- 2 years</p> <p>Set for each target</p> <p>Set for each target</p> <p>Set for each target</p>	
2.	<p>Report against visitation data from SATC and national measures/indicators for the Barossa Region</p> <p>Report against number of average nights per stay over an agreed target period</p> <p>Incorporate into plans for each prioritised project and overall project</p>	<p>Set for each target</p> <p>Set for each target</p>	
3.	Quantitative and qualitative feedback and survey of service users and asking them to rate the "fun factor" of TBC facilities included in the Project. Fun factor or 4-5 on a scale of 1-5 (with 5 being v fun!)	4-5 fun factor	
4	Priority for project implementation is supported by the majority of the community responding through community consultation processes (formal/informal processes)	Set for each initiative	

5	Agree ROI measures (economic) with Council  Agree ROI measures (social) with Council	Council makes final determination on issues of prioritisation and taking into account available data/measures	
6	80-90% of prioritised projects delivered within the endorsed implementation timescale.	5-10%	
7	Projects are implemented across the whole geographical area.  Link to measures for objectives 1,2,3	Council makes final determination on issues of prioritisation and taking into account available data/measures	
8	External funding provides 66% of the implementation costs	5-10%	

11. Project Evaluation/Post Implementation Review	
a)	Outcomes against project success measures
b)	Lessons Learned: What worked well? What did not?
c)	Check all documentation has been captured, notify records of TRIM containers to be closed
d)	Document and save in TRIM a review of assessments, lessons learned and outcomes
e)	Update contractor register with to complete active contracts, add comments and review

APPENDIX 1 – Detailed Project Plans (Multiple documents - Work in Progress)

APPENDIX 2 – Scope Change Log (Attached)

APPENDIX 3 – Frequently Asked Questions (Attached)

Project Brief Sign-Off

	<b>Name</b>	<b>Signature</b>	<b>Date</b>
Change Champion	Mayor Bob Sloane (for Council)		
Project Coordinator	Jo Thomas		

APPENDIX 1 - Detailed Project Plans: **Multiple documents – work in progress**

	ACTION PLAN – to be commenced	BY WHOM	BY WHEN
Standing Item	Provide all hard copy documents created before project scope to records with existing TRIM reference in red pen on top right hand corner		
1			
2			
3			
4			

DRAFT



## APPENDIX 2 – Scope Change Log:

Date	Change Detail	BY WHOM

DRAFT

## APPENDIX 3 – Frequently Asked Questions:

Date	Question	BY WHOM

DRAFT

# THE BAROSSA COUNCIL

## TERMS OF REFERENCE OF THE ANGASTON RAILWAY PRECINCT REFERENCE GROUP



Community Plan Link:	 Natural Environment and Heritage	 Health and Wellbeing	
	 Community and Culture	 Business and Employment	
	 Infrastructure	 How We Work – Good Governance	
Document Owner:	Manager Customer, Library and Heritage Services	Previous Approval Date(s):	DD/MM/YYYY
Document Control Officer:	Manager Customer, Library and Heritage Services	Current Approval Date:	18/07/2017
HPE Content Manager Ref:	17/35815	Next Review Date:	30/06/2018

### 1. ESTABLISHMENT

- 1.1 The Angaston Station Working Group was formed in 2015 in a community advisory capacity, to develop a Masterplan for the Angaston Railway Precinct. The Masterplan was adopted by Council on 18 April 2017. The Working Group will continue to guide the project and be known as the Angaston Railway Precinct Reference Group (the Group).

### 2. OBJECTIVE

- 2.1 The purpose of the Group is to support Council with the future implementation of the Angaston Railway Precinct project, subject to future funding and an approved implementation process.

### 3. SCOPE

- 3.1 The Group is required to:
- Provide feedback to The Barossa Council on agreed works to be undertaken at the Angaston Railway Precinct ("the Precinct") and the development of detailed project and implementation plans in relation to the Angaston Railway Precinct Masterplan ("the Masterplan")
  - Provide feedback to The Barossa Council on priorities for works to be undertaken on the Precinct
  - Consult with member organisations' and the broader community where possible, to promote and encourage community activities in support of the Masterplan
  - Develop community participation in the Precinct through volunteering, regular updates and promotion

<b>4. MEMBERSHIP</b>
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4.1 The Group shall comprise representation from the following people/groups:

- Angaston Community and Business Alliance (2)
- Angaston and Penrice Historical Society (2)
- Barossa Valley Machinery Preservation Society (2)
- The Barossa Council including Councillor (2)
- RDA Barossa (1)
- State MP (1)
- Local Resident Representative (2)
- Youth Representative (1)
- Chairperson (as nominated by ACBA)

The Group shall consist of not less than 6 members and the Chairperson and no more than 16 including at least one Barossa Council representative. A proxy may attend on behalf of a member.

Additional representatives may attend as the subject under consideration requires, including Council staff that may attend the meetings in an advisory capacity.

Guests and observers are welcome to attend.

<b>5. DELEGATED POWERS</b>
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5.1 The Group will act in an advisory capacity only.

5.2 The Group may be wound up at any time by agreement of the membership or by resolution by Council.

<b>6. GOVERNANCE</b>
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6.1 Provides a written update to Council at least once every 6 months via the Council Officer - Manager Customer, Library and Heritage Services.

6.2 As detailed in any project specific documents.

6.3 In the event of there being a dispute which cannot be resolved by the Group, the matter in question may be referred to The Barossa Council for discussion / resolution.

6.4 The Terms of Reference will be reviewed annually by 30 June each year.

<b>7. ROLES AND RESPONSIBILITIES</b>
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7.1 Group members, who are not Barossa Council staff, or Elected Members, or undertaking membership of the group as part of their paid work, must be appropriately registered as a Volunteer of The Barossa Council.

7.2 Group members represent the views of their organisations with the aim to achieve the best outcome for the development of the Precinct Masterplan.

7.3 Group members report back to their organisation regularly on the progress of the Precinct.

<b>8. MEETINGS</b>
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- 8.1 Meets at least every 2 months and at other times as necessary dependent on the Masterplan implementation requirements.
- 8.2 Other Meetings will be held at times as agreed by the Group.
- 8.3 The Group shall circulate meeting Agendas at least 5 working days prior to the meeting, shall keep minutes of all meetings, and within five working days, forward a copy of the minutes to the Group members.
- 8.4 Members can discuss and make recommendations. Agreed recommendations can be submitted to Council Officers and/or Elected Members or member organisations as appropriate for further consideration.
- 8.5 Decisions made by the Group are by common consensus. There will be no formal voting and therefore a quorum is not required.
- 8.6 When the chairperson is absent from a meeting the group may appoint a person from those present to act as Chairperson for the duration of the meeting.

<b>9.</b>	<b>RESOURCES</b>
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- 9.1 Volunteer groups supported by Council resources for meeting purposes and as detailed in any agreed, specific Project scopes and plans and in accordance with any approved budget.

<b>10.</b>	<b>TRAINING</b>
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- 10.1 None identified. Any future requirements to be addressed to Council.

Signed .....  .....  
 Mayor Bob Sloane

Dated: ..... *6/9/2017* .....









# THE BAROSSA COUNCIL

## TERMS OF REFERENCE

### Angaston Railway Precinct

### Station Building Restoration Working Group

Community Plan Link:		Natural Environment and Built Heritage	
		Community and Culture	
		Infrastructure	
		Health and Wellbeing	
		Business and Employment	
		How We Work – Good Governance	
Document Owner:	<u>Director Corporate and Community Services</u> <u>Acting Director, CCS</u>	Previous Approval Date(s):	n/a
Document Control Officer:	<u>Manager Community Projects</u> <u>Acting Director, CCS</u>	Current Approval Date:	17/04/2018
HPE Content Manager Ref:	18/18517	Next Review Date:	As required

#### 1. ESTABLISHMENT

- 1.1 A masterplan for the Angaston Railway Precinct was adopted by Council on 18 April 2017. Council was successful in being awarded grant funding of \$1.1M in February 2018, contributing to a \$2.3M project.
- 1.2 The Angaston Station Reference Group was formed in 2015 in a community advisory capacity to develop the masterplan for the precinct. This group is a large representation from the Angaston Community and Business Alliance (ACBA), Angaston and Penrice Historical Society, Barossa Valley Machinery Preservation Society, The Barossa Council, RDA Barossa, State MP, Local Resident, Youth Representative and Chairperson(as nominated by ACBA).
- 1.3 The establishment of a smaller more focused group, the Angaston Railway Precinct Station Building Restoration Working Group (Working Group) is required by the Grant Deed conditions and consistent with Council's project governance practices. This Group will be responsible for informing the broader Angaston Station Reference Group.

#### 2. OBJECTIVE

- 2.1 The Purpose of the Working Group is to support Council with the implementation of works associated with the implementation of the objectives of the masterplan, the station conservation management plan informing the station building restoration works (the Works) and determination of the purpose/s for use of the building.

3.	SCOPE OF ROLE
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3.1 The Group's role is to:

1. Support the development of a Project Scope for the Purpose and the Works for adoption by Council.
2. Support and monitor the implementation of the adopted Project Scope, the Purpose and the Works.
3. Monitor any identified and emerging issues in the implementation of the Works and advise and provide input on resolution.
4. Monitor any identified and emerging risks in the implementation of the Works and advise and provide input on prevention, mitigation and management options.
5. Working Group representatives provide a communication role to update their respective stakeholders, seek input where appropriate and provide feedback to the Working Group.
6. Monitor progress against the program budget and expenditure.
7. Support and provide input to any promotional and communication activities (including but not limited to linking stakeholders to Council's social media activities).
8. Provide updates to Council via the Project Co-ordinator (Manager Community Projects) ~~currently the Acting Director, Corporate and Community Services~~ on a quarterly basis.

4.	MEMBERSHIP
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4.1 In accordance with the resolution of Council reference 2014/18 – 1272, the Group shall comprise:

- Elected Member representatives ~~—Councillor Mark Grossman~~
- Angaston Station Reference Group representative ~~—Theo Marks~~
- ~~Acting Director Corporate and Community Services (Noting acting role will return to Manager Community and Facilities Development)~~ ~~—Rebecca Tappert~~ Manager Community Projects
- Department Works and Engineering representative(s) as determined by Director Works and Engineering ~~—Matt Elding~~
- Director ~~Corporate and Community Services, Community Projects~~ ~~—Joanne Thomas~~ (as required)
- External Project Management representative as applicable
- External Architectural Services representative
- Contractor as appointed and as required
- Ad hoc technical representatives as required (internal and external to Council administration)

5.	DELEGATED POWERS
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- 5.1 The Group will act in an advisory capacity to Council only and does not have specific delegated powers.
- 5.2 The Chief Executive Officer has delegation and the ~~Acting~~ Director, Corporate and Community Services and Manager Community Projects ~~has~~ has sub delegation, in respect of budgeted expenditure for the Works.

6.	GOVERNANCE
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- 6.1 Meets at every 4 to 6 weeks and at other times as necessary dependent on implementation requirements and available Council Officer Resources
- 6.2 Provides a written update to Council at least once every quarter via the ~~Manager Community Projects Acting Director, Corporate and Community Services~~ with any interim updates to The Big Project Working Group.
- 6.3 Project Budget lines
- Operating expenses – O901
  - Capital expenditure - Angaston Railway Precinct Station – 601544-841

7.	ROLES AND RESPONSIBILITIES
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- 7.1 Group members, who are not Barossa Council staff, or Elected Members, or undertaking membership of the group as part of their paid work, must be appropriately registered as a Volunteer of The Barossa Council.
- 7.2 Volunteers will be required to log their volunteer hours using Council's online "Better Impact" database.

8.	MEETINGS
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- 8.1 Meetings will be held at times agreed by the Group.

The Group shall keep a record of all meetings, and forward a copy to the Group members.

Members can discuss and make recommendations. Agreed recommendations can be submitted to Council Officers and/or Elected Members as appropriate for further consideration.

9.	RESOURCES
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- 9.1 Working Group supported by Council resources for meeting purposes and as detailed in any agreed, specific Project scopes and plans and in accordance with any approved budget.

10.	TRAINING
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- 10.1 None identified. Any future requirements to be addressed to Council.

Signed .....

Mayor ~~Michael Lange~~ Bob Sloane

Dated: .....



## PROJECT SCOPE – ANGASTON RAILWAY STATION RESTORATION

Change Champions:	Elected Member Body – The Big Project
Project Coordinator:	<del>Manager Community Projects Acting Director, Corporate and Community Services</del>
Project Working Group:	<ul style="list-style-type: none"> <li>Elected Member Representatives – <del>Cr Mark Grossman</del></li> <li>Chair, Angaston Railway Precinct Reference Group – <del>Theo Marks</del></li> <li><del>Manager Community Projects Acting Director Corporate and Community Services – Rebecca Tappert</del></li> <li>Heritage Architect – <del>(Sam Hosking) (Hosking Willis)</del></li> <li>Technical Project Manager – Rick Schloithe (Jim Allen &amp; Associates)</li> </ul>
Supplementary Project Team:	<ul style="list-style-type: none"> <li>Director Works and Engineering – <del>Matt Elding</del></li> </ul> Other internal expertise as required

## 1. Description of Project / Project Goal:

Refer Grant application 17/80556 and Masterplan Report 17/8731

The Angaston Railway Station revitalisation will bring back to life the magical railway history of the past in a unique and natural play environment for all ages, honoring the past and inspiring adventure and imagination into the future.

The project is split into two high level outcomes: the Station Building Restoration (this project scope); and the Playground, Open Space and Civil Works (separate project scope).

The Station Building works are guided by a Conservation Management Plan (13/34186)

## 2. Objectives:

- Restoration of Station Building (assess, determine and strengthen as appropriate the structural integrity of the building).
- Platform Works – reduction to original length and height.
- Determine future purpose for station building to guide restoration outcomes and community linkages. Such as café or restaurant, museum, local artist, produce shop with WIFI and temporary outdoor seating.
- Demolish toilet block at 4a on masterplan and re-establish in station building

## 3. High Level Deliverables &amp; Milestones:

D = Done, P = Progressing, NC = Not Commenced

<b>Project Deliverables:</b>	<b>Target Date</b>	<b>Status</b>
1. Station Building Structural Integrity		
a) Expose foundations	15/3/18	C
b) Assess integrity of foundations	23/3/18	C
c) Determine remedial action required	30/3/18	C
d) Actions to inform detailed design	30/3/18	C
2. Engage Professional Expertise		

<p>a) Technical Project Management</p> <ul style="list-style-type: none"> <li>a. Develop Request for Quote with specification / scope to be reviewed by Working Group</li> <li>b. Release RFQ and engage</li> </ul> <p>b) Heritage Architect</p> <ul style="list-style-type: none"> <li>a. Develop Request for Quote with specification / scope to be reviewed by Working Group</li> <li>b. Release RFQ and engage</li> </ul> <p>c) Works Contractor</p> <ul style="list-style-type: none"> <li>a. Complete tender process (see further detail below in Section 3.)</li> <li>b. Appointment of contractor</li> </ul>	<p>23/3/18</p> <p>6/4/18</p> <p>23/3/18</p> <p>Early April 18</p> <p>June 18</p> <p>July 18</p>	<p>Attachment 2b</p> <p>C</p> <p>C</p> <p>C</p> <p>C</p> <p>NC</p> <p>NC</p>
<p>3. Site Plans, Services and Information</p> <ul style="list-style-type: none"> <li>a. Research Council Records and liaise with State for all available plans</li> <li>b. Engage (direct purchase) service locator and surveyor to complete full site survey <ul style="list-style-type: none"> <li>i. Deliver site service location plans and ground markings to surveyor for inclusion in survey plans</li> <li>ii. Deliver survey plans and provide to architect and Working Group as required</li> </ul> </li> </ul>	<p>16/3/18</p> <p>20/04/18</p> <p>15/05/18</p>	<p>C</p> <p>C</p> <p>C</p>
<p>4. Forward Procurement Plan</p> <ul style="list-style-type: none"> <li>a. Meeting to determine appropriate procurement structure, timings, methods (ie: D&amp;C, Managing Contractor, Fixed Lump Sum) and support.</li> <li>b. Obtain required level of approval for procurement methodology approach.</li> <li>c. Explore community / social value generating opportunities of preferred procurement approach.</li> <li>d. Develop Tender documentation and Brief for Works contract/s.</li> </ul>	<p>7/3/18</p> <p>April – June 18</p>	<p>C</p> <p>C</p> <p>NC</p> <p>P</p>
<p>5. Communication Plan</p> <ul style="list-style-type: none"> <li>a. Determine Communication Plan <ul style="list-style-type: none"> <li>i. Working Group updates – monthly and as required</li> <li>ii. Community Status Updates <ul style="list-style-type: none"> <li>1. Fence Wrap</li> <li>2. Social media</li> <li>3. Print Media (newspapers, D'Vine)</li> </ul> </li> <li>iii. Internal Staff Updates – Staff Meetings or at major milestones</li> <li>iv. Engage Schools for fence art</li> </ul> </li> </ul>	<p>7/3/18</p> <p>Ongoing</p> <p>31/05/18</p>	<p>C</p> <p>P</p> <p>P</p> <p>P</p> <p>P</p> <p>NC</p> <p>P</p>
<p>6. Research site visits</p> <ul style="list-style-type: none"> <li>a. Consider visits for research purpose to similar sites <ul style="list-style-type: none"> <li>i. Develop itinerary</li> <li>ii. Visits</li> <li>iii. Record learnings</li> </ul> </li> </ul>	<p>23/3/18</p> <p>TBD by April 18</p>	<p>C</p> <p>C</p> <p>C</p>
<p>7. Expression of Interest</p>		

a. Draft document to determine interest / purpose of station building b. Review by Project Team c. Release to community d. Review of submissions	30/6/18	C
	6/7/18	C
	10/7/18	C
	3/8/18	C
8. Detailed Design Phase		
a. Assess site services and determine any further documentation required and upgrade requirements	16/3/18	C
b. Review detailed user requirements to inform detailed design phase	April 18	P
c. Consider energy efficiency and sustainable design opportunities	June 18	P
d. Complete detailed design and documentation	July 18	P
e. Review and approval by Working Group and Council as required	July 18	NC
9. Development Approval		
a. Determine and make required building and planning approvals	August 18	P
10. Works – Station Building Restoration		
a. Contractor mobilisation for commencement 2018/19	August 18	NC
b. Begin Construction phase (further detail to be added once detailed design phase complete)		
11. General Administration and Liaison and Administrative	ongoing	
a. Update project plan		P
b. Schedule Working Group meetings and administration		P
c. Contractor Management administration		P
d. Reports to Council as required		P
e. Reports as per Grant Deed		NC
12. Project Close		
a. Post Implementation Review	30/09/19	NC
b. Grant Acquittal	31/8/19	NC

5. Project Stakeholders:	
Stakeholder	Expectations / Impact
<i>Internal:</i> <ul style="list-style-type: none"> <li>Elected Members – Working Group Reps / TBP Working Group</li> <li>Project Working Group</li> <li>Works Team – Ops Manager</li> <li>Media and Communications Officers</li> <li>Senior Accountant</li> <li>Procurement team</li> <li>Planning &amp; Development</li> <li>Customer Service Team</li> </ul>	<ul style="list-style-type: none"> <li>Reporting as per Item 6 of Grant Deed (18/17488)</li> <li>Community input, representation and understanding of project works</li> <li>Keep informed to communicate status and internal linkages resource requirements</li> <li>Deliver project in accordance with policy, process and budget</li> </ul>
<i>External:</i>	

<ul style="list-style-type: none"> <li>• Project Working Group external reps</li> <li>• Angaston Railway Precinct Reference Group</li> <li>• Barossa Valley Machinery Preservation Society</li> <li>• Technical Project Management</li> <li>• Heritage Architect</li> <li>• Contractors</li> <li>• Residents neighbouring the park</li> <li>• Users of the park</li> </ul>	<ul style="list-style-type: none"> <li>- Reporting as per Item 6 of Grant Deed (18/17488)</li> <li>- Community input, representation and understanding of project works</li> <li>- Keep informed to communicate status and maintain community excitement for project</li> <li>- Compliance with Council's legal obligations</li> <li>- Cross reference with other associated project works</li> </ul>
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#### 6. Project Communication and Governance:

Who	Method	Frequency
<del>MCPA-DCCS</del>	Project Scope	At commencement and for adoption and review by Project Working Group
Project Working Group	Project Working Group with Terms of Reference	Meet 3 – 4 weekly (initially) and information exchange via email
<del>MCPA-DCCS</del>	Reports to Council, interim updates to The Big Project Working Group	Minimum quarterly
<del>A-DCCS</del> / <del>MDCP</del> / CEO	Expenditure authority as per delegations	As required
<del>MCPA-DCCS</del> / Finance	Budget management – separate project budget	Ongoing and as per quarterly review process
<del>MCPA-DCCS</del>	Project Schedule/Program – review with Project Working Group	Ongoing review
<del>MCPA-DCCS</del> / Communications Officers	Communication strategy	As per Communication Plan

#### 7. Project Containers:

Required?	Container Type	Record Number	Scope Note
Yes	Project Management	B6403	Permanent Project Records - Activities involving a defined series of actions including planning, implementing, monitoring and the final assessment and report at completion of a project.
Yes	Facilitative		Temporary Project Records - Documents within project management such as drafts for comment, unsuccessful registrations of interest, unsuccessful submissions, working documentation.
Yes	Contracts	B7955 – Site Survey B7956 – Station Building Restoration B7957 – Technical Project Management B7958 – Playground and Civils	The activities involved in arranging, procuring and managing the performance of work or the provision of goods and services by an external contractor or consultant. Sometimes referred to as outsourcing. Includes Council contracting out their own



			services. Includes records relating to ensuring contractors meet their contractual obligations.
Yes	Financial	B7910 – Open Space Grant	The process of collecting, recording, classifying, summarising and analysing financial transactions Includes financial statements and the management of Council's accounting systems and internal controls.
Yes	Tendering	B7943	The activities involved in receiving and assessing tenders. Includes proposals made in writing by one party to another to carry out at an inclusive price or uniform rate, an order for the supply or purchase of goods, or for the production of work.
Yes	Project Communications		Capture of communications and promotion relating to the project

8. Related Documents:		
Document		Trim Ref: Document Contents
ARP MasterPlan	- 17/103481	Finalised and approved Masterplan
Angaston Railway Station Conservation Management Plan	13/34186	Conservation plan commissioned by The Barossa Council and Angaston Community and Business Alliance
Grant Deed	18/17488	Deed of agreement for Open Space Grant Funding
Risk Assessment	17/79588	Assessment of station building risks. Need to add project risks and risks associated with other scope areas of project. I.e. Playground and civils.

9. Project Dependencies and Constraints:	
Dependencies	
<ul style="list-style-type: none"> <li>Development Approvals granted</li> <li>Site information availability from state government</li> </ul>	
Constraints	
<ul style="list-style-type: none"> <li>Determine agreed purpose for station building</li> <li>Short timeframe for implementation – by 31 August 2019.</li> </ul>	

Environmental Scan:		
Relevant Strategies / Plans: <ul style="list-style-type: none"> <li>refer to The Big Project overall Project Scope which sets out linkages to TBC Community and Corporate Plans</li> <li>ARP Master Plan</li> <li>ARP Conservation Management Plan</li> </ul>	Related TBC Projects: <ul style="list-style-type: none"> <li>The Big Project</li> </ul>	Legislation: <ul style="list-style-type: none"> <li>The Local Government Act 1999</li> <li>Development Act 1993</li> </ul>

Attachment 2b			
10. Success Measures:			
Objective	Measure(s)	Acceptable Variance	Result
1. Deliver the priorities of the Angaston Railway Precinct Master Plan as determined by Council on 18 April 2017. (2014/18 - 1005).	<ul style="list-style-type: none"> <li>- Restoration of the Station building and put to suitable community use</li> <li>- Implementation of playground and activation of community spaces</li> </ul>	Nil (Subject to dependencies and constraints)	
2. Implement the identified improvements arising from the proposed design and scope of works.	<ul style="list-style-type: none"> <li>- Reflected in detailed design and documentation</li> </ul>	Nil unless budget implications in which case refer to Council	
4. Leverage economic and social benefits from increased use of the Station building and playground / outdoor cinema spaces as a community and possible commercial venue (station) to a determined level of service.	<ul style="list-style-type: none"> <li>- Set benchmarks for occupancy and activations</li> </ul>	To be determined	
5. Forward Maintenance and associated WOLC budgeted	<ul style="list-style-type: none"> <li>- Included in LTFP</li> <li>- Included in Recreation IAMPs</li> </ul>	Nil Nil	

11. Project Evaluation/Post Implementation Review	
a) Outcomes against project success measures	
b) Lessons Learned: What worked well? What did not?	
c) Check all documentation has been captured, notify records of TRIM containers to be closed	
d) Document and save in TRIM a review of assessments, lessons learned and outcomes	
e) Update contractor register with to complete active contracts, add comments and review	

APPENDIX 1 – Detailed Project Plans (Multiple documents - Work in Progress)

APPENDIX 2 – Scope Change Log (Attached)

Project Brief Sign-Off

	Name	Signature	Date
Project Working Group Reps	<u>Elected Member Rep</u> <u>Gr</u> <u>Mark Grossman</u> <u>Chair Angaston</u> <u>Railway Precinct</u> <u>Reference Group</u> <u>Thee</u> <u>Marks</u>		

Project Coordinator	<u>Manager Community</u> <u>Projects</u> <del>Rebecca</del> <del>Tappert</del>		Attachment 2b
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#### APPENDIX 2 – Scope Change Log

Date	Change Detail	BY WHOM	APPROVED
xx-xx-xxxx			







# THE BAROSSA COUNCIL

## TERMS OF REFERENCE

Angaston Railway Precinct

Playground, Open Space and Civil Works Working Group



Community Plan Link:		Natural Environment and Built Heritage	
		Community and Culture	
		Infrastructure	
		Health and Wellbeing	
		Business and Employment	
		How We Work – Good Governance	
Document Owner:	<u>Director Corporate and Community Services Acting Director, CCS</u>	Previous Approval Date(s):	n/a
Document Control Officer:	<u>Manager Community Projects Acting Director, CCS</u>	Current Approval Date:	<u>17DD/04MM/2018YYYY</u>
HPE Content Manager Ref:	18/18540	Next Review Date:	<u>As requiredDD/MM/YYYY</u>

### 1. ESTABLISHMENT

- 1.1 A masterplan for the Angaston Railway Precinct was adopted by Council on 18 April 2017. Council was successful in being awarded grant funding of \$1.1M in February 2018.
- 1.2 The Angaston Station Reference Group was formed in 2015 in a community advisory capacity to develop the masterplan for the precinct. This group is a large representation from the Angaston Community and Business Alliance (ACBA), Angaston and Penrice Historical Society, Barossa Valley Machinery Preservation Society, The Barossa Council, RDA Barossa, State MP, Local Resident, Youth Representative and Chairperson(as nominated by ACBA).
- 1.3 The establishment of a smaller more focused group, the Angaston Railway Precinct Playground, Open Space and Civil Works Working Group (Working Group) is required by the Grant Deed conditions and consistent with Council's project governance practices. This Group will be responsible for informing the broader Angaston Station Reference Group.

### 2. OBJECTIVE

- 2.1 The Purpose of the Working Group is to support Council with the implementation of works associated with the implementation of the objectives of the masterplan for the playground, open space and associated civil works (the Works).



3.	SCOPE OF ROLE
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3.1 The Group's role is to:

1. Support the development of a Project Scope for the Purpose and the Works for adoption by Council.
2. Support and monitor the implementation of the adopted Project Scope, the Purpose and the Works.
3. Monitor any identified and emerging issues in the implementation of the Works and advise and provide input on resolution.
4. Monitor any identified and emerging risks in the implementation of the Works and advise and provide input on prevention, mitigation and management options.
5. Working Group representatives provide a communication role to update their respective stakeholders, seek input where appropriate and provide feedback to the Working Group.
6. Monitor progress against the program budget and expenditure.
7. Support and provide input to any promotional and communication activities (including but not limited to linking stakeholders to Council's social media activities).
8. Provide updates to Council via the Project Co-ordinator (Manager Community Projects) ~~currently the Acting Director, Corporate and Community Services~~ on a quarterly basis.

4.	MEMBERSHIP
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4.1 In accordance with the resolution of Council reference 2014/18 – 1272, the Group shall comprise:

- Elected Member representative ~~—Councillor Mark Grossman~~
- Angaston Station Reference Group representative ~~—Theo Marks~~
- ~~Acting Director Corporate and Community Services (Noting acting role will return to~~  
~~Manager Community and Facilities Development)—Rebecca Tappert~~ Manager Community Projects
- Department Works and Engineering representative(s) as determined by Director Works and Engineering ~~—Matt Elding~~
- Manager, Customer, Library and Heritage Services ~~—Tania Paull~~
- Coordinator Youth Projects ~~Youth Officer—Brooke Chinner~~
- Director Corporate and Community Services, Community Projects ~~—Joanne Thomas~~ (as required)
- External Project Management representative as applicable
- External Architectural Services representative
- Contractor as appointed and as required
- Ad hoc technical representatives as required (internal and external to Council administration)

5.	DELEGATED POWERS
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5.1 The Group will act in an advisory capacity to Council only and does not have specific delegated powers.

- 5.2 The Chief Executive Officer has delegation and the ~~Acting~~ Director, Corporate and Community Services and Manager Community Projects has sub delegation, in respect of budgeted expenditure for the Worksve-

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## 6. GOVERNANCE

- 6.1 Meets at every 4 to 6 weeks and at other times as necessary dependent on implementation requirements and available Council Officer Resources
- 6.2 Provides a written update to Council at least once every quarter via the ~~Manager Community Projects~~ ~~Acting Director, Corporate and Community Services~~ with any interim updates to The Big Project Working Group.
- 6.3 Project Budget lines
- Operating expenses – O901
  - Capital expenditure
    - Angaston Railway Precinct Picnic Area – 601543-841
    - Angaston Railway Precinct Bike Track – 601545-84
    - Angaston Railway Precinct Play Area – 601546-84

## 7. ROLES AND RESPONSIBILITIES

- 7.1 Group members, who are not Barossa Council staff, or Elected Members, or undertaking membership of the group as part of their paid work, must be appropriately registered as a Volunteer of The Barossa Council.
- 7.2 Volunteers will be required to log their volunteer hours using Council's online "Better Impact" database.

## 8. MEETINGS

- 8.1 Meetings will be held at times agreed by the Group.

The Group shall keep a record of all meetings, and forward a copy to the Group members.

Members can discuss and make recommendations. Agreed recommendations can be submitted to Council Officers and/or Elected Members as appropriate for further consideration.

## 9. RESOURCES

- 9.1 Working Group supported by Council resources for meeting purposes and as detailed in any agreed, specific Project scopes and plans and in accordance with any approved budget.

## 10. TRAINING

- 10.1 None identified. Any future requirements to be addressed to Council.

Signed .....  
Mayor ~~Michael Lange~~ ~~Bob Sloane~~

Dated: .....

PROJECT SCOPE – ANGASTON RAILWAY PLAYGROUND,  
OPEN SPACE AND CIVIL WORKS

Change Champions:	Elected Member Body – The Big Project
Project Coordinator:	<del>Manager Community Projects</del> <del>Acting Director, Corporate and Community Services</del>
Project Working Group:	<ul style="list-style-type: none"> <li>Elected Member representatives –<del>Councillor Mark Grossman</del></li> <li>Angaston Station Reference Group representative –<del>Theo Marks</del></li> <li><del>Acting Director Corporate and Community Services – Rebecca Tappert</del> <u>Manager Community Projects</u></li> <li>Manager, Customer, Library and Heritage Services – <del>Tania Paull</del></li> <li><u>Coordinator Youth Projects</u><del>Youth Officer – Brooke Chinner</del></li> <li>Director <u>Corporate and Community Services, Community Projects</u> – <del>Joanne Thomas</del> (as required)</li> <li>Technical Project Manager – Rick Schloithe (Jim Allen and Associates)</li> <li>External Architectural Services representative</li> <li>Contractor as appointed and as required</li> </ul>
Supplementary Project Team:	<ul style="list-style-type: none"> <li>Department Works and Engineering representative(s) as determined by Director Works and Engineering –<del>Matt Elding</del></li> </ul> <p>Other internal expertise as required</p>

### 1. Description of Project / Project Goal:

Refer Grant application 17/80556 and Masterplan Report 17/8731

The Angaston Railway Station revitalisation will bring back to life the magical railway history of the past in a unique and natural play environment for all ages, honouring the past and inspiring adventure and imagination into the future.

The project is split into two high level outcomes: the Station Building Restoration (separate project scope); and the Playground, Open Space and Civil Works (this project scope).

### 2. Objectives:

1. Development of Youth and Play Area: rope, nature and water play utilising existing graded / contoured embankments, exercise equipment, southern bank bike track and unstructured recreation opportunities, plus toilet amenities.
2. Grassed picnic and market area: restoration of railway turntable in a native sunken garden setting; open barbeque and picnic space for markets, open-air cinema, events and community gathering spaces, utilisation of adapted vintage rolling stock (railway carriages) for temporary activations such as cinema screenings, youth pod, stage / screen, skateable elements.
3. Passive and active recreation opportunities for all ages through nature, adventure and water play, walking and cycling paths and complementary fitness activities.



4. Education and interpretation elements (attractions and signage) that celebrate Angaston's railway heritage and influences such as the railway station, turntable, goods shed and ancillary buildings, plus a dedicated machinery shed to house priceless machinery memorabilia for public display.
5. Opportunities for community connectivity through improved amenity and activation of the space for community use eg. Markets, stalls, op-ups, open-air cinema, events, breakfast raves etc.
6. Greater connectivity between the railway precinct and neighbouring destinations (town centre, village green, linear park, Angas Oval) through improved pedestrian, cycling and vehicle linkages and way finding.
7. Enhanced tourism, commercial and retail opportunities for adjacent and town centre businesses through increase visibility and people movement between localities. The railway precinct and play space will be a bespoke tourist attraction in its own right for the Barossa Region and also fill the demand for a play space that provide a Regional Level service.
8. Rehabilitated and enhanced environmental setting through landscaping, bank stabilisation, look out construction and rehabilitation and revegetation using species of Barossa provenance.
9. Celebration of cultural and indigenous heritage through Peramanck and Ngadjeri cultural trail and storytelling.
10. Safer, more accessible and permeable space for a wide range of uses and users with a focus on usable, functional and attractive open space.
11. Conscious of environmental sustainability with on-site wastewater that provides sub-surface irrigation, low maintenance local native plantings, rainwater capture and storage, drainage, solar lighting where possible, reuse of railway artefacts, reuse of timber from Council's tree removal operations.
12. Improved lighting, fencing, carparking and footpath treatments, softening of hard surfaces with use of grass / softfall.

3. High Level Deliverables & Milestones:	D = Done, P = Progressing, NC = Not Commenced		
<b>Project Deliverables:</b>	<b>Target Date</b>	<b>Status</b>	
1. Engage Professional Expertise			
a) Technical Project Management			
a. Develop Request for Quote with specification / scope to be reviewed by Working Group	23/3/18	C	
b. Release RFQ and engage	May 18	C	
b) Landscape / Playground Architect			
a. Develop Request for Quote with specification / scope to be reviewed by Working Group	June 18	C	
b. Release RFQ and engage	July 18	C	
c) Works Contractor			
a. Complete tender process (see further detail below in Section 3.)	Sept 18	NC	
b. Appointment of contractor			

	Sept 18	Attachment 2d NC
2. Site Plans, Services and Information		
a. Research Council Records and liaise with State for all available plans	16/3/18	C
b. Engage (direct purchase) surveyor to complete full site survey	16/3/18	C
i. Deliver survey plans and provide to architect and Working Group as required	31/3/18	C
3. Forward Procurement Plan		
a. Meeting to determine appropriate procurement structure, timings, methods (ie: D&C, Managing Contractor, Fixed Lump Sum) and support.	7/3/18	C
b. Obtain required level of approval for procurement methodology approach.	April – June 18	C
c. Explore community / social value generating opportunities of preferred procurement approach.		P
d. Develop Tender documentation and Brief for Works contract/s.		P
4. Communication Plan		
a. Determine Communication Plan	7/3/18	C
i. Working Group updates – monthly and as required		P
ii. Community Status Updates	ongoing	P
1. Fence Wrap		P
2. Social media		P
3. Print Media (newspapers, D'Vine)		P
iii. Internal Staff Updates – Staff Meetings or at major milestones		NC
5. Detailed Design Phase		
a. Assess site services and determine any further documentation required and upgrade requirements	16/3/18	C
b. Review detailed user requirements to inform detailed design phase	April 18	P
c. Consider energy efficiency and sustainable design opportunities	June 18	P
d. Complete detailed design and documentation	Sept 18	NC
e. Review and approval by Working Group and Council as required	Oct 18	P
6. Development Approval		
a. Determine and make required building and planning approvals	Nov 18	P
7. Soil Contamination		
a. Engage WSP for further sampling and testing as per 2012 recommendation	June 18	C
i. BVMPs Shed excavation on hold while completed		
b. Complete and review report	Aug 18	C
c. Determine impact	Aug 18	C
d. Remove affected area	Aug 18	P

8. Works – Playground and Civils	Attachment 2d	
	Jan 19 Feb 19	NC
a. Contractor mobilisation for commencement 2018/19		
b. Begin Construction phase (further detail to be added once detailed design phase complete)		
9. General Administration and Liaison and Administrative	ongoing	
a. Update project plan		P
b. Schedule Working Group meetings and administration		P
c. Contractor Management administration		P
d. Reports to Council as required		P
e. Reports as per Grant Deed		NC
10. Project Close		
a. Post Implementation Review	30/09/19	NC
b. Grant Acquittal	31/8/19	NC

5. Project Stakeholders:	
Stakeholder	Expectations / Impact
<i>Internal:</i> <ul style="list-style-type: none"> <li>Elected Members – Working Group Reps / TBP Working Group</li> <li>Project Working Group</li> <li>Works Team – Ops Manager</li> <li>Media and Communications Officers</li> <li>Senior Accountant</li> <li>Procurement team</li> <li>Planning &amp; Development</li> <li>Customer Service Team</li> </ul>	<ul style="list-style-type: none"> <li>Reporting as per Item 6 of Grant Deed (18/17488)</li> <li>Community input, representation and understanding of project works</li> <li>Keep informed to communicate status and internal linkages resource requirements</li> <li>Deliver project in accordance with policy, process and budget</li> </ul>
<i>External:</i> <ul style="list-style-type: none"> <li>Project Working Group external reps</li> <li>Angaston Railway Precinct Reference Group</li> <li>Barossa Valley Machinery Preservation Society</li> <li>Technical Project Management</li> <li>Heritage Architect</li> <li>Contractors</li> <li>Residents neighbouring the park</li> <li>Users of the park</li> <li>Youth of region</li> </ul>	<ul style="list-style-type: none"> <li>Reporting as per Item 6 of Grant Deed (18/17488)</li> <li>Community input, representation and understanding of project works</li> <li>Keep informed to communicate status and maintain community excitement for project</li> <li>Compliance with Council's legal obligations</li> <li>- Cross reference with other associated project works</li> </ul>

6. Project Communication and Governance:		
Who	Method	Frequency
<u>MCPA-DCGS</u>	Project Scope	At commencement and for adoption and review by Project Working Group

Project Working Group	Project Working Group with Terms of Reference	Meet 3 – 4 weekly (initially) and information exchange via email
<del>MCPA-DCCS</del>	Reports to Council, interim updates to The Big Project Working Group	Minimum quarterly
<del>A-DCCS</del> / <del>MDCP</del> / CEO	Expenditure authority as per delegations	As required
<del>MCPA-DCCS</del> / Finance	Budget management – separate project budget	Ongoing and as per quarterly review process
<del>MCPA-DCCS</del>	Project Schedule/Program – review with Project Working Group	Ongoing review
<del>MCPA-DCCS</del> / Communications Officers	Communication strategy	As per Communication Plan

7. Project Containers:			
Required?	Container Type	Record Number	Scope Note
Yes	Project Management	B6403	Permanent Project Records - Activities involving a defined series of actions including planning, implementing, monitoring and the final assessment and report at completion of a project.
Yes	Facilitative		Temporary Project Records - Documents within project management such as drafts for comment, unsuccessful registrations of interest, unsuccessful submissions, working documentation.
Yes	Contracts	B7955 – Site Survey B7956 – Station Building Restoration B7957 – Technical Project Management B7958 – Playground and Civils	The activities involved in arranging, procuring and managing the performance of work or the provision of goods and services by an external contractor or consultant. Sometimes referred to as outsourcing. Includes Council contracting out their own services. Includes records relating to ensuring contractors meet their contractual obligations.
Yes	Financial	B7910 – Open Space Grant	The process of collecting, recording, classifying, summarising and analysing financial transactions Includes financial statements and the management of Council's accounting systems and internal controls.
Yes	Tendering	B7943	The activities involved in receiving and assessing tenders. Includes proposals made in writing by one party to another to carry out at an inclusive price or uniform rate, an order for the supply or purchase of goods, or for the production of work.
Yes	Project Communications		Capture of communications and promotion relating to the project

8. Related Documents:		
Document	Trim Ref:	Document Contents



ARP MasterPlan	- 17/103481	Finalised and approved Masterplan	Attachment 2d
Grant Deed	18/17488	Deed of agreement for Open Space Grant Funding	
Risk Assessment	17/79588	Assessment of station building risks. Need to add project risks and risks associated with other scope areas of project. ie. Playground and civils.	

9. Project Dependencies and Constraints:	
Dependencies	
<ul style="list-style-type: none"> <li>Development Approvals granted</li> <li>Site information availability from state government</li> </ul>	
Constraints	
<ul style="list-style-type: none"> <li>Timeframe for implementation – by 31 August 2019.</li> </ul>	

Environmental Scan:		
Relevant Strategies / Plans:	Related TBC Projects:	Legislation:
<ul style="list-style-type: none"> <li>refer to The Big Project overall Project Scope which sets out linkages to TBC Community and Corporate Plans</li> <li>ARP Master Plan</li> </ul>	<ul style="list-style-type: none"> <li>The Big Project</li> </ul>	<ul style="list-style-type: none"> <li>The Local Government Act 1999</li> <li>Development Act 1993</li> </ul>

10. Success Measures:			
Objective	Measure(s)	Acceptable Variance	Result
1. Deliver the priorities of the Angaston Railway Precinct Master Plan as determined by Council on 18 April 2017. (2014/18 - 1005).	<ul style="list-style-type: none"> <li>Restoration of the Station building and put to suitable community use</li> <li>Implementation of playground and activation of community spaces</li> </ul>	Nil (Subject to dependencies and constraints)	
2. Implement the identified improvements arising from the proposed design and scope of works.	<ul style="list-style-type: none"> <li>Reflected in detailed design and documentation</li> </ul>	Nil unless budget implications in which case refer to Council	
4. Leverage economic and social benefits from increased use of the Station building and playground / outdoor cinema spaces as a community and possible commercial venue (station) to a determined level of service.	<ul style="list-style-type: none"> <li>Set benchmarks for occupancy and activations</li> </ul>	To be determined	
5. Forward Maintenance and associated WOLC budgeted	<ul style="list-style-type: none"> <li>Included in LTFP</li> <li>Included in Recreation IAMPs</li> </ul>	Nil Nil	

11. Project Evaluation/Post Implementation Review	Attachment 2d
a) Outcomes against project success measures	
b) Lessons Learned: What worked well? What did not?	
c) Check all documentation has been captured, notify records of TRIM containers to be closed	
d) Document and save in TRIM a review of assessments, lessons learned and outcomes	
e) Update contractor register with to complete active contracts, add comments and review	

APPENDIX 1 – Detailed Project Plans (Multiple documents - Work in Progress)

APPENDIX 2 – Scope Change Log (Attached)

Project Brief Sign-Off

	Name	Signature	Date
Project Working Group Reps	<del>Elected Member</del> <del>Gr Mark Grossman</del> <del>Chair Angaston Station</del> <del>Reference Group</del> <del>Thee Marks</del>		
Project Coordinator	<del>Manager Community</del> <del>Projects</del> <del>Rebecca Tappert</del>		

APPENDIX 2 – Scope Change Log:

Date	Change Detail	BY WHOM

## Southern Barossa Feasibility - Project Scope

Project Team:	Martin McCarthy, Joanne Thomas, Heidi Helbig
---------------	--

## 1. Description of Project:

Investigate viable options to address demand/growth in the Southern Barossa for recreational, sporting and community facilities and associated economic opportunities surrounding tourism development.

## 2. Objectives:

1. Identify current and future facilities needs of sporting and community stakeholders to accommodate regional growth
2. Develop options for delivering required infrastructure taking into account economic, social, environmental and other impacts on the community as well as alignment with current open space, asset management and other relevant strategies to inform the Feasibility Study paper
3. Undertake financial modelling and cost-benefit analysis of various options to inform the Feasibility Study paper
4. In parallel with the above, identify potential opportunities to drive economic growth in southern Barossa to value-add to the regional tourism offering
5. Involve community and stakeholders in decision-making process to improve community capacity-building
6. Identify funding opportunities to deliver on recommended infrastructure investment
7. Identify possible timeframes for delivery of preferred option

## 3. Deliverables &amp; Milestones:

<b>Project Deliverables:</b>	<b>By When</b>
a) Governance structure and project plan executed	25/9
b) Feasibility plan structure determined	25/9
c) Stakeholder engagement/consultation plan approved	2/10
d) Agenda item for discussion at October EM workshop	7/10
e) Phase 1 of stakeholder engagement/consultation	9/10
f) Undertake research	24/12
g) Analyse data arising from e) and f)	24/12
h) Develop Options Paper addressing economic, social, environmental and other impacts	24/12
i) Internal risk assessment (including political and other risks).	27/11
j) Develop external brief to undertake financial modelling and cost/benefit analysis	27/11
k) Complete Budget Paper incorporating financial modelling and cost/benefit analysis	31/1/16
l) Write report for February Council meeting	16/2/16
m) Phase 2 of stakeholder engagement/consultation	31/3/16
n) Analyse results of above	12/4/16

o) Report to April Council meeting	
p) Post implementation review	1/5/16

#### 4. Communication Strategy

##### Phase 1

- Engage key stakeholders through targeted survey that explains the rationale behind Southern Barossa Hub Feasibility Study and incorporates future needs analysis
- Engage broader community to explain the rationale behind Southern Barossa Hub Feasibility Study and outline future engagement strategy

##### Phase 2 engagement

- Engage key stakeholders through targeted approach seeking feedback on options and cost benefit analysis encased in the Feasibility Study
- Engage broader community inviting feedback on options and cost benefit analysis encased in the Feasibility Study
- \*NB Separate Engagement/Consultation Plan to be developed

#### 5. Description of Project Constraints:

- Impact on existing agreements – BDFNC, Barossa Rams, Little Athletics, Lyndoch tennis, Lyndoch Bowls, pigeon club, general community, other land users
- Anticipated land requirements at various sites
- Anticipated land use/planning constraints
- Impact of potential relocation/co-location eg, facilitating clubs to move, conflicting uses, scheduling clashes etc.
- Economic impact: vacuum created by loss of services/facilities/community use
- Social impact: vacuum created by disintegration of community fabric
- Resourcing/financial requirements to fund capital investment required to implement recommended solution/s
- Tight timeframes for project implementation

#### 6. Justification/Comments supporting the Project:

There is documented evidence of current and projected population growth in southern Barossa and the corresponding growth of recreation and sporting clubs, some of which have outgrown existing facilities.

In 2014 the Barossa District Football and Netball Club presented to Council a Facilities Development Options Paper which concluded that relocation to Lyndoch Recreation Park is the club's preferred (and lowest risk) option moving forward.

The BDFNC proposal cannot be viewed in isolation. In addressing current and future recreational infrastructure demands in the Southern Barossa, a holistic approach is needed that balances the needs of all stakeholders and investigates the environmental, social and economic implications of various scenarios.

Council's 2015-16 budget has allocated \$25,000 to the Southern Barossa Hub Feasibility Project.

#### 7. Project Stakeholders:



Internal:

Attachment 3

- Barossa Council

External:

- Sporting user groups: BDFNC, Barossa Rams, Little Athletics, Lyndoch tennis, Lyndoch Bowls, pigeon club
- QVJP Caravan Park
- Private landowners (various sites)
- Department Environment, Water and Natural Resources
- Rec Fish SA
- RDA Barossa
- Tourism Barossa
- Special interest groups: AMLR Mountain Bike Strategic Reference Group, Horse SA,
- Southern Barossa education facilities
- Southern Barossa Alliance
- Section 41 committees of Council (Southern Barossa)
- Mount Lofty Ranges Agrarian Landscape World Heritage Bid Steering Group
- Broader community

#### 8. Estimated Project Cost:

Council has allocated \$25,000 to the implementation of the Southern Barossa Feasibility Project. The financial/resourcing implications of any decision reached are yet to be identified.

#### 9. Project Governance:

- a) Working party comprised of CEO, DCCS, CMO, Elected Members; meet monthly or as required
- b) Agenda item at October Elected Member workshop
- c) Report to December Council meeting
- d) Community engagement/consultation on Feasibility Study
- e) Final report to February 2016 Council meeting

#### 10. Project Evaluation/Post Implementation Review

- a) Options Paper/Budget Paper completed with recommendations to Council
- b) High level of stakeholder engagement (targets to be determined)
- c) Clear strategic direction for facilities investment in southern Barossa

APPENDIX 1 – Detailed Project Plan (Attached)

Project Brief Sign-Off

	<i>Name</i>	<i>Signature</i>	<i>Date</i> Attachment 3
Change Champion			
Project Coordinator			

DRAFT

## APPENDIX 1 - Detailed Project Plan:

Environmental Scan:		
Relevant Strategies / Plans: <ul style="list-style-type: none"> <li>• Barossa, Light and Lower North Open Space Recreation and Public Realm Strategy</li> <li>• Barossa Council Development Plan</li> <li>• Annual Budget and Business Plan</li> <li>• Long-Term Financial Plan</li> <li>• Asset Management Plans</li> <li>• Special interest group strategies (Rec Fish SA, Mountain Bike,</li> </ul>	Related TBC Projects: <ul style="list-style-type: none"> <li>• Warren Reservoir Project</li> </ul>	Legislation: <ul style="list-style-type: none"> <li>• Character Preservation</li> </ul>

	ACTION PLAN	BY WHOM	BY WHEN
1	Establish project team, agree project governance and set meeting dates (if applicable)	CMO	25/9
2	Develop and approve project plan	CMO	25/9
3	Research feasibility plan structure	CMO	25/9
4	Develop stakeholder engagement/consultation plan: Phase 1 and Phase 2 (refer 4.0)	CMO	2/10
5	Prepare briefing pack for October EM workshop including project plan and Phase 1 & 2 stakeholder engagement/consultation plan	CMO	7/10
6	Roll out Phase 1 of stakeholder engagement	CMO	9/10
7	Undertake research identifying demographics growth, facilities and gaps audit, potential conflicting uses, planning/land use constraints, financial considerations etc	CMO/CEO/DCCS	24/12
8	Analyse data arising from e) and f)	CMO/CEO/DCCS	24/12
9	Develop Options Paper addressing economic, social, environmental and other impacts of each potential scenario	CMO/CEO/DCCS	24/12
10	Internal risk assessment (political and other risks)	CMO/CEO/DCCS	27/11
11	Develop external brief to undertake financial modelling and cost/benefit analysis	CMO/CEO/DCCS	27/11
12	Complete Budget Paper incorporating financial modelling and cost/benefit analysis; align with Options paper	External	31/1
13	Identify grant funding opportunities	CMO	11/12
14	Report to February Council meeting	CMO/CEO/DCCS	16/2/16
15	Phase 2 stakeholder engagement/consultation on recommendations contained in Options Paper and Budget Paper	CMO	31/3/16
16	Analyse results of above	CMO/CEO/DCCS	12/4/16
17	Report to April Council meeting	CMO/CEO/DCCS	19/4/16
18	Post implementation review	CMO/CEO/DCCS	1/5/16

# THE BAROSSA COUNCIL

## TERMS OF REFERENCE OF THE Lyndoch Recreation Park Detailed Design Working Group



<b>Community Plan Link:</b>		Natural Environment and Built Heritage	
		Community and Culture	
		Infrastructure	
		Health and Wellbeing	
		How We Work – Good Governance	
<b>Document Owner:</b>	Director Corporate and Community Services	<b>Previous Approval Date(s):</b>	N/A
<b>Document Control Officer:</b>	Director Corporate and Community Services	<b>Current Approval Date:</b>	21/08/2018
<b>HPE Content Manager Ref:</b>	18/54799	<b>Next Review Date:</b>	As Required

### 1. ESTABLISHMENT

- 1.1 A master plan for the Lyndoch Recreation Park forms part of the Feasibility Report for the Southern Barossa Hub. On 26 April 2018 Council approved the prioritisation of components of the master plan to form part of an application for Federal Regional Growth Funding.
- 1.2 To support the development of detailed architectural design ('the Works') of the prioritised elements of the master plan. Representatives of user groups have been included in a Working Group and terms of reference will guide input.

### 2. OBJECTIVE

- 2.1 The purpose of the Working Group is to support Council and Council Officers with the Works associated with the prioritised components of the Federal Regional Growth Fund application (priority 1 elements) and priority 2 elements (where applicable).
- 2.2 Priority 1 elements are:
  - (a) Recreation Park Facility and associated infrastructure upgrade
- 2.3 Priority 2 elements: Not applicable

### 3. ROLE OF THE WORKING GROUP

- 3.1 Support Council to develop the Works for the prioritised elements to facilitate future development applications where necessary and the associated development of a future Detailed Business Case for exiting and subsequent grant applications.

Terms of Reference of Lyndoch Recreation Park Detailed Design Working Group approved on 21 August 2018  
Page 1 of 3

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- 3.2 Work collaboratively to achieve the objectives of the adopted master plans in respect of the prioritised works.
- 3.3 Monitor any identified and emerging issues in the implementation of the Works and advise and provide input on resolution.
- 3.4 Monitor any identified and emerging risks in the implementation of the Works and advise and provide input on prevention, mitigation and management options.
- 3.5 Working Group representatives provide a communication role to update their respective stakeholders, seek input where appropriate and provide feedback to the Working Group.
- 3.6 Support and provide input to any promotional and communication activities (including but not limited to linking stakeholders to Council's social media activities).
- 3.7 Provide updates to Council via the Director Corporate and Community Services as required or via existing Big Project quarterly reporting.

<b>4.</b>	<b>MEMBERSHIP</b>
-----------	-------------------

- 4.1 The Working Group will comprise of:
  - (a) Representatives of user groups associated with the facility.
  - (b) Elected Member representation from Councillor's involved in the previous master plan development stage where possible.
  - (c) External architects and their subcontractors engaged via a Request for Quotation process in accordance with Council's procurement processes.
  - (d) The Director Corporate and Community Services or Manager Community Projects and other officers as required.

<b>5.</b>	<b>DELEGATED POWERS</b>
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- 5.1 The Working Group will act in an advisory capacity to Council only and does not have specific delegated powers.
- 5.2 The Chief Executive Officer has delegation and the Director Corporate and Community Services has sub-delegation in respect of budgeted expenditure for the Works.

<b>6.</b>	<b>GOVERNANCE</b>
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- 6.1 Meets as necessary dependent on Feasibility Report implementation requirements and available Council Officer Resources
- 6.2 Provides a written update to Council at least once every quarter via the Director Corporate and Community Services.
- 6.3 Project Budget Lines: 601574-841-969 or Q003
- 6.4 Implementation of designs is subject to funding.

Terms of Reference of Lyndoch Recreation Park Detailed Design Working Group approved on 21 August 2018  
Page 2 of 3

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<b>7.</b>	<b>ROLES AND RESPONSIBILITIES</b>
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- 7.1 Working Group members, who are not Barossa Council staff, or Elected Members, or undertaking membership of the group as part of their paid work, must be appropriately registered as a Volunteer of The Barossa Council.

<b>8.</b>	<b>MEETINGS</b>
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- 8.1 Meetings will be held at times agreed by the Working Group.
- 8.2 The Working Group shall keep a record of all meetings, and forward a copy to the Working Group members.
- 8.3 Members can discuss and make recommendations. Agreed recommendations can be submitted to Council Officers and/or Elected Members as appropriate for further consideration.


<b>9.</b>	<b>RESOURCES</b>
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- 9.1 Working Group supported by Council resources for meeting purposes and as detailed in any agreed, specific Project scopes and plans and in accordance with any approved budget.

<b>10.</b>	<b>TRAINING</b>
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- 10.1 None identified. Any future requirements to be addressed to Council.

Signed .....  .....  
Mayor Bob Sloane

Dated: .....  .....

# THE BAROSSA COUNCIL

## TERMS OF REFERENCE OF THE Williamstown Queen Victoria Jubilee Park Detailed Design Working Group



<b>Community Plan Link:</b>		Natural Environment and Built Heritage	
		Community and Culture	
		Infrastructure	
		Health and Wellbeing	
		How We Work – Good Governance	
<b>Document Owner:</b>	Director Corporate and Community Services	<b>Previous Approval Date(s):</b>	N/A
<b>Document Control Officer:</b>	Director Corporate and Community Services	<b>Current Approval Date:</b>	21/08/2018
<b>HPE Content Manager Ref:</b>	18/54783	<b>Next Review Date:</b>	As Required

### 1. ESTABLISHMENT

- 1.1 A master plan for the Williamstown Queen Victoria Jubilee Park forms part of the Feasibility Report for the Southern Barossa Hub. On 26 April 2018 Council approved the prioritisation of components of the master plan to form part of an application for Federal Regional Growth Funding (RGF).
- 1.2 To support the development of detailed architectural design ('the Works') of the prioritised elements of the master plan. Representatives of user groups have been included in a Working Group and terms of reference will guide input.

### 2. OBJECTIVE

- 2.1 The purpose of the Working Group is to support Council and Council Officers with the Works associated with the prioritised components of the Federal Regional Growth Fund application (priority 1 elements) and priority 2 elements (where applicable).
- 2.2 Priority 1 elements are:
  - (a) Repurposing of the facility to develop an outdoor adventure activity focus (mountain biking, trails network, trailhead etc.)
  - (b) Stage 4b – Accommodation development to support repurposing concept

Terms of Reference of Williamstown Queen Victoria Jubilee Park Detailed Design Working Group approved on  
21 August 2018 Page 1 of 3

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*NB: Bridge upgrade works are included in the RGF submission but detailed designs have already been completed*

2.3 Priority 2 elements are:

- (a) Stage 4a – Caravan Park Expansion – upgrade component (as resources allow)

<b>3.</b>	<b>ROLE OF THE WORKING GROUP</b>
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- 3.1 Support Council to develop the Works for the prioritised elements to facilitate future development applications where necessary and the associated development of a future Detailed Business Case for exiting and subsequent grant applications.
- 3.2 Work collaboratively to achieve the objectives of the adopted master plans in respect of the prioritised works.
- 3.3 Monitor any identified and emerging issues in the implementation of the Works and advise and provide input on resolution.
- 3.4 Monitor any identified and emerging risks in the implementation of the Works and advise and provide input on prevention, mitigation and management options.
- 3.5 Working Group representatives provide a communication role to update their respective stakeholders, seek input where appropriate and provide feedback to the Working Group.
- 3.6 Support and provide input to any promotional and communication activities (including but not limited to linking stakeholders to Council's social media activities).
- 3.7 Provide updates to Council via the Director Corporate and Community Services as required or via existing Big Project quarterly reporting.

<b>4.</b>	<b>MEMBERSHIP</b>
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- 4.1 The Working Group will comprise of:
  - (a) Representatives of user groups associated with the facility
  - (b) Elected Member representation from Councillor's involved in the previous master plan development stage where possible.
  - (c) External architects and their subcontractors engaged via a Request for Quotation process in accordance with Council's procurement processes.
  - (d) The Director Corporate and Community Services or Manager Community Projects and other officers as required.

<b>5.</b>	<b>DELEGATED POWERS</b>
-----------	-------------------------

- 5.1 The Working Group will act in an advisory capacity to Council only and does not have specific delegated powers.

Terms of Reference of Williamstown Queen Victoria Jubilee Park Detailed Design Working Group approved on  
21 August 2018 Page 2 of 3

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- 5.2 The Chief Executive Officer has delegation and the Director Corporate and Community Services has sub-delegation in respect of budgeted expenditure for the Works.

## **6. GOVERNANCE**

- 6.1 Meets as necessary dependent on Feasibility Report implementation requirements and available Council Officer Resources
- 6.2 Provides a written update to Council at least once every quarter via the Director Corporate and Community Services.
- 6.3 Project Budget Lines: 601574-841-969 or Q003
- 6.4 Implementation of designs is subject to funding.

## **7. ROLES AND RESPONSIBILITIES**

- 7.1 Working Group members, who are not Barossa Council staff, or Elected Members, or undertaking membership of the group as part of their paid work, must be appropriately registered as a Volunteer of The Barossa Council.

## **8. MEETINGS**

- 8.1 Meetings will be held at times agreed by the Working Group.
- 8.2 The Working Group shall keep a record of all meetings, and forward a copy to the Working Group members.
- 8.3 Members can discuss and make recommendations. Agreed recommendations can be submitted to Council Officers and/or Elected Members as appropriate for further consideration.

## **9. RESOURCES**

- 9.1 Working Group supported by Council resources for meeting purposes and as detailed in any agreed, specific Project scopes and plans and in accordance with any approved budget.

## **10. TRAINING**

- 10.1 None identified. Any future requirements to be addressed to Council

Signed .....  
Mayor Bob Sloane

Dated: ..... 1/9/18

# THE BAROSSA COUNCIL

## TERMS OF REFERENCE OF THE Tanunda Rugby Site Detailed Design Working Group



Community Plan Link:		Natural Environment and Built Heritage	
		Community and Culture	
		Infrastructure	
		Health and Wellbeing	
		How We Work – Good Governance	
Document Owner:	Director Corporate and Community Services	Previous Approval Date(s):	N/A
Document Control Officer:	Director Corporate and Community Services	Current Approval Date:	21/08/2018
HPE Content Manager Ref:	18/54810	Next Review Date:	As Required

### 1. ESTABLISHMENT

- 1.1 A master plan for the Tanunda Rugby Site forms part of the Feasibility Report for the Southern Barossa Hub. On 26 April 2018 Council approved the prioritisation of components of the master plan to form part of an application for Federal Regional Growth Funding.
- 1.2 To support the development of detailed architectural design ('the Works') of the prioritised elements of the Feasibility Report. Representatives of user groups have been included in a Working Group and terms of reference will guide input.

### 2. OBJECTIVE

- 2.1 The purpose of the Working Group is to support Council and Council Officers with the Works associated with the prioritised components of the Federal Regional Growth Fund application (priority 1 elements) and priority 2 elements (where applicable).
- 2.2 Priority 1 elements are:
  - (a) Stage 1 – Rugby Relocation Facility and associated infrastructure
- 2.3 Priority 2 elements: not applicable.

<b>3.</b>	<b>ROLE OF THE WORKING GROUP</b>
-----------	----------------------------------

- 3.1 Support Council to develop the Works for the prioritised works to facilitate future development applications where necessary and the associated development of a future Detailed Business Case for exiting and subsequent grant applications.
- 3.2 Work collaboratively to achieve the objectives of the Feasibility Report in respect of the prioritised works.
- 3.3 Monitor any identified and emerging issues in the implementation of the Works and advise and provide input on resolution.
- 3.4 Monitor any identified and emerging risks in the implementation of the Works and advise and provide input on prevention, mitigation and management options.
- 3.5 Working Group representatives provide a communication role to update their respective stakeholders, seek input where appropriate and provide feedback to the Working Group.
- 3.6 Support and provide input to any promotional and communication activities (including but not limited to linking stakeholders to Council's social media activities).
- 3.7 Provide updates to Council via the Director Corporate and Community Services as required or via existing Big Project quarterly reporting.

<b>4.</b>	<b>MEMBERSHIP</b>
-----------	-------------------

- 4.1 The Working Group will comprise of:
  - (a) Representatives of user groups associated with the facility
  - (b) Elected Member representation from Councillor's involved in the previous master plan development stage where possible.
  - (c) External architects and their subcontractors engaged via a Request for Quotation process in accordance with Council's procurement processes.
  - (d) The Director Corporate and Community Services or Manager Community Projects and other officers as required.

<b>5.</b>	<b>DELEGATED POWERS</b>
-----------	-------------------------

- 5.1 The Working Group will act in an advisory capacity to Council only and does not have specific delegated powers.
- 5.2 The Chief Executive Officer has delegation and the Director Corporate and Community Services has sub-delegation in respect of budgeted expenditure for the Works.

<b>6.</b>	<b>GOVERNANCE</b>
-----------	-------------------

- 6.1 Meets as necessary dependent on Feasibility Report implementation requirements and available Council Officer Resources



- 6.2 Provides a written update to Council at least once every quarter via the Director Corporate and Community Services.
- 6.3 Project Budget Lines: 601574-841-969 or Q003
- 6.4 Implementation of designs is subject to funding.

<b>7.</b>	<b>ROLES AND RESPONSIBILITIES</b>
-----------	-----------------------------------

- 7.1 Working Group members, who are not Barossa Council staff, or Elected Members, or undertaking membership of the Working Group as part of their paid work, must be appropriately registered as a Volunteer of The Barossa Council.

<b>8.</b>	<b>MEETINGS</b>
-----------	-----------------

- 8.1 Meetings will be held at times agreed by the Working Group.
- 8.2 The Working Group shall keep a record of all meetings, and forward a copy to the Working Group members.
- 8.3 Members can discuss and make recommendations. Agreed recommendations can be submitted to Council Officers and/or Elected Members as appropriate for further consideration.

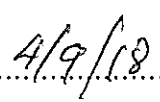
<b>9.</b>	<b>RESOURCES</b>
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- 9.1 Working Group supported by Council resources for meeting purposes and as detailed in any agreed, specific Project scopes and plans and in accordance with any approved budget.

<b>10.</b>	<b>TRAINING</b>
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- 10.1 None identified. Any future requirements to be addressed to Council

Signed .....  
  
 Mayor Bob Sloane

Dated: .....  




# THE BAROSSA COUNCIL

## TERMS OF REFERENCE OF THE Tanunda Recreation Park – Landscape Working Group



Community Plan Link:		Natural Environment and Built Heritage		
		Community and Culture		
		Infrastructure		
		Health and Wellbeing		
		How We Work – Good Governance		
Document Owner:	Director, Community Projects	Previous Approval Date(s):	DD/MM/YYYY	
Document Control Officer:	Director, Community Projects	Current Approval Date:	19/12/2017	
HPE Content Manager Ref:	17/102164	Next Review Date:	As required	

### 1. ESTABLISHMENT

- 1.1 The Tanunda Recreation Park Committee was formed in 2015 in a community advisory capacity, and supported the development of a Masterplan for the Tanunda Recreation Park. The Masterplan was adopted by Council on 16 May 2017 and included a recommendation for the establishment of a Tanunda Recreation Park Landscaping Working Group (the Group) as a sub committee of the Tanunda Recreation Park Committee to support the implementation of the landscaping components of the Masterplan.

### 2. OBJECTIVE

- 2.1 The purpose of the Group is to support Council with the future implementation of the landscaping components of the Tanunda Recreation Park Masterplan project, subject to future funding and an approved implementation process.

### 3. SCOPE

- 3.1 The Group is required to:
1. Make recommendations for a sustainable landscaping approach to implement the Tanunda Recreation Park Masterplan that supports phasing agreed by The Barossa Council (Council) and within resources included in costs of Masterplan implementation.

2. Develop high level landscaping design principles that underpin and support the landscaping approach and will inform the brief for a future Landscape Management Plan
3. Provide feedback and input to the Tanunda Recreation Park Committee and Council that supports good ongoing management and maintenance of the Tanunda Recreation Park landscape
4. To provide feedback and input that supports the future landscape management within the Tanunda Recreation Park to deliver a high quality natural and green environment for the community

4.	MEMBERSHIP
----	------------

4.1 The Group shall comprise representation from the following people/groups:

- A representative membership from the Tanunda Recreation Park Committee
- Council Officers and staff with expertise from time to time appropriate to support the objectives of the Group
- Subject matter experts as required to support the Group within the level of resources available

5.	DELEGATED POWERS
----	------------------

5.1 The Group will act in an advisory capacity only.

The Group may be wound up at any time by agreement of the membership.

6.	GOVERNANCE
----	------------

- 6.1 Meets at least every 2 months and at other times as necessary dependent on Master Plan implementation requirements and available Council Officer Resources
- 6.2 provides a written update to Council at least once every 6 months via the Director, Community Projects
- 6.3 As detailed in any project specific documents

7.	ROLES AND RESPONSIBILITIES
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- 7.1 Group members, who are not Barossa Council staff, or Elected Members, or undertaking membership of the group as part of their paid work, must be appropriately registered as a Volunteer of The Barossa Council.

8.	MEETINGS
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8.1 Meetings will be held at times agreed by the Group.

The Group shall keep a record of all meetings, and forward a copy to the Group members.

Members can discuss and make recommendations. Agreed recommendations can be submitted to Council Officers and/or Elected Members as appropriate for further consideration.

9.	RESOURCES
----	-----------

- 9.1 Volunteer group supported by Council resources for meeting purposes and as detailed in any agreed, specific Project scopes and plans and in accordance with any approved budget.

10.	TRAINING
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- 10.1 None identified any future requirements to be addressed to Council

Signed .....

Mayor Bob Sloane

Dated: .....

COPY



# THE BAROSSA COUNCIL

## TERMS OF REFERENCE OF THE Tanunda Recreation Park Show Hall Upgrade Working Group

Community Plan Link:		Natural Environment and Built Heritage	
		Community and Culture	
		Infrastructure	
		Health and Wellbeing	
		How We Work – Good Governance	
Document Owner:	Director, Community Projects	Previous Approval Date(s):	n/a
Document Control Officer:	Director, Community Projects	Current Approval Date:	20/02/2018
HPE Content Manager Ref:	18/4104	Next Review Date:	As required

### 1. ESTABLISHMENT

- 1.1 A masterplan for the Tanunda Recreation Park was first adopted by Council in 2013. In May 2017 Council adopted an updated masterplan
- 1.2 On 19 December 2017, Council approved the acceleration of elements of the Masterplan to include: the upgrade and extension of the Tanunda Show Hall and established a Working Group (the Group) to support the implementation of works, to be guided by a terms of reference.

### 2. OBJECTIVE

- 2.1 The purpose of the Group is to support Council with the implementation of works associated with: the upgrade and extension of the show hall as accelerated components of the Tanunda Recreation Park Masterplan project (the Works).

### 3. SCOPE OF ROLE

- 3.1 The Group's role is to:
  1. Support the development of a Project Scope for the Works for adoption by Council.
  2. Support and monitor the implementation of the adopted Project Scope and the Works.



3. Monitor any identified and emerging issues in the implementation of the Works and advise and provide input on resolution.
4. Monitor any identified and emerging risks in the implementation of the Works and advise and provide input on prevention, mitigation and management options.
5. Working Group representatives provide a communication role to update their respective stakeholders, seek input where appropriate and provide feedback to the Working Group.
6. Monitor progress against the program budget and expenditure.
7. Support and provide input to any promotional and communication activities (including but not limited to linking stakeholders to Council's social media activities).
8. Provide updates to Council via the Director, Community Projects on a quarterly basis.

4.	MEMBERSHIP
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- 4.1 In accordance with the resolution of Council reference 2014/18 – 1272, the Group shall comprise:

- Elected Member representatives – Councillors Richard Miller and David de Vries
- Director, Community Projects – and/or Corporate and Community Services Department Representatives as determined (noting that the Manager, Community Development and Facilities is currently Acting Director Corporate and Community Services)
- Department Works and Engineering representative(s) as determined by Director Works and Engineering
- External Project Management representative as applicable
- External Architectural Services representative
- Tanunda Recreation Park Committee representatives – Deb Miles, Richard Clark and Sam Cox
- Contractor as appointed
- Ad hoc technical representatives as required (internal and external to Council administration)

5.	DELEGATED POWERS
----	------------------

- 5.1 The Group will act in an advisory capacity to Council only and does not have specific delegated powers.
- 5.2 The Chief Executive Officer has delegation and the Director, Community Projects has sub delegation, in respect of budgeted expenditure for the Works.

6.	GOVERNANCE
----	------------

- 6.1 Meets at every 4 to 6 weeks and at other times as necessary dependent on implementation requirements and available Council Officer Resources
- 6.2 provides a written update to Council at least once every quarter via the Director, Community Projects with any interim updates to The Big Project Working Group.
- 6.3 Project Budget lines: Show Hall extension/upgrade Asset ref: 601539 – 834 – 969  
Roof replacement Asset ref: 601540 – 834 - 969

6.4 Tanunda Recreation Park is Crown Land under the management care and control of Council and the provisions of the Crown Land Management Act 2009 apply.

7.	ROLES AND RESPONSIBILITIES
----	----------------------------

7.1 Group members, who are not Barossa Council staff, or Elected Members, or undertaking membership of the group as part of their paid work, must be appropriately registered as a Volunteer of The Barossa Council.

8.	MEETINGS
----	----------

8.1 Meetings will be held at times agreed by the Group.

The Group shall keep a record of all meetings, and forward a copy to the Group members.

Members can discuss and make recommendations. Agreed recommendations can be submitted to Council Officers and/or Elected Members as appropriate for further consideration.

9.	RESOURCES
----	-----------

9.1 Working Group supported by Council resources for meeting purposes and as detailed in any agreed, specific Project scopes and plans and in accordance with any approved budget.

10.	TRAINING
-----	----------

10.1 None identified any future requirements to be addressed to Council

Signed .....

Mayor Bob Sloane

Dated: .....



# THE BAROSSA COUNCIL

## TERMS OF REFERENCE OF THE Tanunda Recreation Park Early Works, Electrical & Lighting Upgrade Working Group

Community Plan Link:		Natural Environment and Built Heritage		
		Community and Culture		
		Infrastructure		
		Health and Wellbeing		
		How We Work – Good Governance		
Document Owner:	Director, Community Projects	Previous Approval Date(s):	n/a	
Document Control Officer:	Director, Community Projects	Current Approval Date:	20/02/2018	
HPE Content Manager Ref:	18/4100	Next Review Date:	As required	

### 1. ESTABLISHMENT

- 1.1 A masterplan for the Tanunda Recreation Park was first adopted by Council in 2013. In May 2017 Council adopted an updated masterplan
- 1.2 On 19 December 2017, Council approved the acceleration of elements of the Masterplan to include: the widening of the oval and associated early works, upgrade of electrical capacity supply and oval lighting and established a Working Group (the Group) to support the implementation of works, to be guided by a terms of reference.

### 2. OBJECTIVE

- 2.1 The purpose of the Group is to support Council with the implementation of works associated with: the widening of the oval and associated early works, upgrade of electrical capacity supply and oval lighting as accelerated components of the Tanunda Recreation Park Masterplan project (the Works).

### 3. SCOPE OF ROLE

- 3.1 The Group's role is to:
  1. Support the development of a Project Scope for the Works for adoption by Council.

2. Support and monitor the implementation of the adopted Project Scope and the Works.
3. Monitor any identified and emerging issues in the implementation of the Works and advise and provide input on resolution.
4. Working Group representatives provide a communication role to update their respective stakeholders, seek input where appropriate and provide feedback to the Working Group.
5. Monitor any identified and emerging risks in the implementation of the Works and advise and provide input on prevention, mitigation and management options.
6. Monitor progress against the program budget and expenditure.
7. Support and provide input to any promotional and communication activities (including but not limited to linking stakeholders to Council's social media activities).
8. Provide updates to Council via the Director, Community Projects on a quarterly basis.

4.	MEMBERSHIP
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4.1 In accordance with the resolution of Council reference 2014/18 – 1272, the Group shall comprise:

- Elected Member representatives – Councillors Richard Miller and Bim Lange
- Director, Community Projects – and/or Corporate and Community Services Department Representatives as determined (noting that the Manager, Community Development and Facilities is currently Acting Director Corporate and Community Services)
- Department Works and Engineering representative(s) as determined by Director Works and Engineering
- External Project Management representative as applicable
- External Architectural Services representative
- Tanunda Recreation Park Committee representatives –Philippa Both, Dan Eggleton and Stuart Swan
- Contractor as appointed
- Ad hoc technical representatives as required (internal and external to Council administration)

5.	DELEGATED POWERS
----	------------------

- 5.1 The Group will act in an advisory capacity to Council only and does not have specific delegated powers.
- 5.2 The Chief Executive Officer has delegation and the Director, Community Projects has sub delegation, in respect of budgeted expenditure for the Works.

6.	GOVERNANCE
----	------------

- 6.1 Meets at every 4 to 6 weeks and at other times as necessary dependent on implementation requirements and available Council Officer Resources
- 6.2 provides a written update to Council at least once every quarter via the Director, Community Projects with any interim updates to The Big Project Working Group.
- 6.3 Project Budget lines: Early Works Asset ref: 601378-859-969 Project ref: O900-654



Electrical Capacity upgrade ref: 601538-834-969  
 Oval Lighting upgrade ref: 601387-834-969

6.4 Tanunda Recreation Park is Crown Land under the management care and control of Council and the provisions of the Crown Land Management Act 2009 apply.

7.	ROLES AND RESPONSIBILITIES
----	----------------------------

7.1 Group members, who are not Barossa Council staff, or Elected Members, or undertaking membership of the group as part of their paid work, must be appropriately registered as a Volunteer of The Barossa Council.

8.	MEETINGS
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8.1 Meetings will be held at times agreed by the Group.

The Group shall keep a record of all meetings, and forward a copy to the Group members.

Members can discuss and make recommendations. Agreed recommendations can be submitted to Council Officers and/or Elected Members as appropriate for further consideration.

9.	RESOURCES
----	-----------

9.1 Working Group supported by Council resources for meeting purposes and as detailed in any agreed, specific Project scopes and plans and in accordance with any approved budget.

10.	TRAINING
-----	----------

10.1 None identified any future requirements to be addressed to Council

Signed .....

Mayor Bob Sloane

Dated: .....

# THE BAROSSA COUNCIL

## TERMS OF REFERENCE OF THE Tanunda Recreation Park Detailed Design Working Group



<b>Community Plan Link:</b>		Natural Environment and Built Heritage	
		Community and Culture	
		Infrastructure	
		Health and Wellbeing	
		How We Work – Good Governance	
<b>Document Owner:</b>	Director Corporate and Community Services	<b>Previous Approval Date(s):</b>	N/A
<b>Document Control Officer:</b>	Director Corporate and Community Services	<b>Current Approval Date:</b>	21/08/2018
<b>HPE Content Manager Ref:</b>	18/54780	<b>Next Review Date:</b>	As Required

### 1. ESTABLISHMENT

- 1.1 A master plan for the Tanunda Recreation Park was adopted by Council in May 2017 and on 26 April 2018 Council approved the prioritisation of components of the master plan to form part of an application for Federal Regional Growth Funding.
- 1.2 To support the development of detailed architectural design ('the Works') of the prioritised elements of the master plan. Representatives of user groups have been included in a Working Group and terms of reference will guide input.

### 2. OBJECTIVE

- 2.1 The purpose of the Working Group is to support Council and Council Officers with the Works associated with the prioritised components of the Federal Regional Growth Fund application (priority 1 elements) and priority 2 elements (where applicable).
- 2.2 Priority 1 elements are:
  - (a) Stage 1 – Early Works (part works – Oval widening and associated landscaping)
  - (b) Stage 2 – Electrical Upgrade and Oval Lighting Towers
  - (c) Stage 3 – Show Hall extension and upgrade
  - (d) Stage 7 – General Site works, Carparks and Parklands

Terms of Reference of Tanunda Recreation Park Detailed Design Working Group approved on 21 August 2018  
Page 1 of 3

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- (e) Stage 8 – Clubrooms and Terrace Seating

NB: items (a), (b) and (c) form part of the accelerated works approved by Council in December 2017. Working Groups already exist with Terms of Reference.

### 2.3 Priority 2 elements are:

- (a) Stage 4 – New Entrance and Playground – Bilyara Road
- (b) Stage 5 – Cricket and Bowls Storage
- (c) Stage 6 – Second recreational area / Junior Sports Field

## 3. ROLE OF THE WORKING GROUP

- 3.1 Support Council to develop the Works for the prioritised elements to facilitate future development applications where necessary and the associated development of a future Detailed Business Case for exiting and subsequent grant applications.
- 3.2 Work collaboratively to achieve the objectives of the adopted master plans in respect of the prioritised works and in conjunction with representatives of other associated working groups as necessary.
- 3.3 Monitor any identified and emerging issues in the implementation of the Works and advise and provide input on resolution.
- 3.4 Monitor any identified and emerging risks in the implementation of the Works and advise and provide input on prevention, mitigation and management options.
- 3.5 Working Group representatives provide a communication role to update their respective stakeholders, seek input where appropriate and provide feedback to the Working Group.
- 3.6 Support and provide input to any promotional and communication activities (including but not limited to linking stakeholders to Council's social media activities).
- 3.7 Provide updates to Council via the Director Corporate and Community Services as required or via existing Big Project quarterly reporting.

## 4. MEMBERSHIP

- 4.1 The Working Group will comprise of:
- (a) Representatives of user groups associated with the facility
- (b) Elected Member representation from Councillors involved in the previous master plan development stage where possible.
- (c) External architects and their subcontractors engaged via a Request for Quotation process in accordance with Council's procurement processes.
- (d) The Director Corporate and Community Services or Manager Community Projects and other officers as required.

Terms of Reference of Tanunda Recreation Park Detailed Design Working Group approved on 21 August 2018  
Page 2 of 3

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<b>5.</b>	<b>DELEGATED POWERS</b>
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- 5.1 The Working Group will act in an advisory capacity to Council only and does not have specific delegated powers.
- 5.2 The Chief Executive Officer has delegation and the Director Corporate and Community Services has sub-delegation in respect of budgeted expenditure for the Works.

<b>6.</b>	<b>GOVERNANCE</b>
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- 6.1 Meets as necessary dependent on master plan implementation requirements and available Council Officer Resources
- 6.2 Provides a written update to Council at least once every quarter via the Director Corporate and Community Services.
- 6.3 Project Budget Lines: 601574-841-969 or Q003
- 6.4 Implementation of designs is subject to funding.

<b>7.</b>	<b>ROLES AND RESPONSIBILITIES</b>
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- 7.1 Working Group members, who are not Barossa Council staff, or Elected Members, or undertaking membership of the Working Group as part of their paid work, must be appropriately registered as a Volunteer of The Barossa Council.

<b>8.</b>	<b>MEETINGS</b>
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- 8.1 Meetings will be held at times agreed by the Working Group.
- 8.2 The Working Group shall keep a record of all meetings, and forward a copy to the Working Group members.
- 8.3 Members can discuss and make recommendations. Agreed recommendations can be submitted to Council Officers and/or Elected Members as appropriate for further consideration.

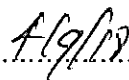
<b>9.</b>	<b>RESOURCES</b>
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- 9.1 Working Group supported by Council resources for meeting purposes and as detailed in any agreed, specific Project scopes and plans and in accordance with any approved budget.

<b>10.</b>	<b>TRAINING</b>
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- 10.1 None identified. Any future requirements to be addressed to Council.

Signed .....  .....  
Mayor Bob Sloane

Dated: .....  .....



# THE BAROSSA COUNCIL

## TERMS OF REFERENCE OF THE Angas Recreation Park Detailed Design Working Group



<b>Community Plan Link:</b>		Natural Environment and Built Heritage	
		Community and Culture	
		Infrastructure	
		Health and Wellbeing	
		How We Work – Good Governance	
<b>Document Owner:</b>	Director, Corporate and Community Services	<b>Previous Approval Date(s):</b>	n/a
<b>Document Control Officer:</b>	Director, Corporate and Community Services	<b>Current Approval Date:</b>	21/08/2018
<b>HPE Content Manager Ref:</b>	18/54712	<b>Next Review Date:</b>	As required

### 1. ESTABLISHMENT

- 1.1 A master plan for the Angas Recreation Park was adopted by Council in November 2017 and on 26 April 2018 Council approved the prioritisation of components of the master plan to form part of an application for Federal Regional Growth Funding.
- 1.2 To support the development of detailed architectural design ('the Works') of the prioritised elements of the master plan. Representatives of user groups have been included in a Working Group and terms of reference will guide input.

### 2. OBJECTIVE

- 2.1 The purpose of the Working Group is to support Council and Council Officers with the Works associated with the prioritised components of the Federal Regional Growth Fund application (priority 1 elements) and priority 2 elements (where applicable).
- 2.2 Priority 1 elements are:
  - (a) Stage 4 – Multifunctional Clubroom Redevelopment
  - (b) Stage 5 – Multifunctional Shelter Expansion and Outbuilding Consolidation to replace existing end of life Show Hall. Show Hall demolition and repurposing of materials as practicable.
  - (c) Stage 6 – New Main Entry, Car-parking and Landscaped Pedestrian Link

Terms of Reference of Angas Recreation Park Detailed Design Working Group  
approved on 21 August 2018 Page 1 of 3

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2.3 Priority 2 elements are:

- (a) Stage 3 – Second recreational area / Junior Oval and Recreational Landscape
- (b) Stage 7 – Tennis / Netball Court Amenities Expansion

### **3. ROLE OF THE WORKING GROUP**

- 3.1 Support Council to develop the Works for the prioritised works to facilitate future development applications where necessary and the associated development of a future Detailed Business Case for exiting and subsequent grant applications.
- 3.2 Work collaboratively to achieve the objectives of the adopted master plan in respect of the prioritised works.
- 3.3 Monitor any identified and emerging issues in the implementation of the Works and advise and provide input on resolution.
- 3.4 Monitor any identified and emerging risks in the implementation of the Works and advise and provide input on prevention, mitigation and management options.
- 3.5 Working Group representatives provide a communication role to update their respective stakeholders, seek input where appropriate and provide feedback to the Working Group.
- 3.6 Support and provide input to any promotional and communication activities (including but not limited to linking stakeholders to Council's social media activities).
- 3.7 Provide updates to Council via the Director Corporate and Community Services as required or via existing Big Project quarterly reports.

### **4. MEMBERSHIP**

- 4.1 The Working Group will comprise of:
  - (a) Representatives of user groups associated with the facility;
  - (b) Elected Member representation from Councillors involved in the previous master plan development stage where possible;
  - (c) External architects and their subcontractors engaged via a Request for Quotation process in accordance with Council's procurement processes;
  - (d) The Director Corporate and Community Services or Manager Community Projects and other officers as required.

### **5. DELEGATED POWERS**

- 5.1 The Working Group will act in an advisory capacity to Council only and does not have specific delegated powers.
- 5.2 The Chief Executive Officer has delegation and the Director Corporate and Community Services has sub-delegation in respect of budgeted expenditure for the Works.

**6. GOVERNANCE**

- 6.1 Meets as necessary dependent on master plan implementation requirements and available Council Officer Resources
- 6.2 Provides a written update to Council at least once every quarter via the Director Corporate and Community Services.
- 6.3 Project Budget Lines: 601574-841-969 or Q003
- 6.4 Implementation of designs is subject to funding.

**7. ROLES AND RESPONSIBILITIES**

- 7.1 Working Group members, who are not Barossa Council staff, or Elected Members, or undertaking membership of the Working Group as part of their paid work, must be appropriately registered as a Volunteer of The Barossa Council.

**8. MEETINGS**

- 8.1 Meetings will be held at times agreed by the Working Group.
- 8.2 The Working Group shall keep a record of all meetings, and forward a copy to the Working Group members.
- 8.3 Members can discuss and make recommendations. Agreed recommendations can be submitted to Council Officers and/or Elected Members as appropriate for further consideration.

**9. RESOURCES**

- 9.1 Working Group supported by Council resources for meeting purposes and as detailed in any agreed, specific Project scopes and plans and in accordance with any approved budget.

**10. TRAINING**

- 10.1 None identified. Any future requirements to be addressed to Council.

Signed .....


  
Mayor Bob Sloane

Dated: ..... 4/9/18 .....



# THE BAROSSA COUNCIL

## TERMS OF REFERENCE OF THE Talunga Recreation Park Detailed Design Working Group



<b>Community Plan Link:</b>		Natural Environment and Built Heritage	
		Community and Culture	
		Infrastructure	
		Health and Wellbeing	
		How We Work – Good Governance	
<b>Document Owner:</b>	Director Corporate and Community Services	<b>Previous Approval Date(s):</b>	N/A
<b>Document Control Officer:</b>	Director Corporate and Community Services	<b>Current Approval Date:</b>	21/08/2018
<b>HPE Content Manager Ref:</b>	18/54823	<b>Next Review Date:</b>	As Required

### 1. ESTABLISHMENT

- 1.1 A master plan for the Talunga Recreation Park was adopted by Council on 17 April 2018 and on 26 April 2018 Council approved the prioritisation of components of the master plan to form part of an application for Federal Regional Growth Funding.
- 1.2 To support the development of detailed architectural design ('the Works') of the prioritised elements of the master plan. Representatives of user groups have been included in a Working Group and terms of reference will guide input.

### 2. OBJECTIVE

- 2.1 The purpose of the Working Group is to support Council and Council Officers with the Works associated with the prioritised components of the Federal Growth Fund application (priority 1 elements) and priority 2 elements (where applicable).
- 2.2 Priority 1 elements are:
  - (a) Caravan Park upgrade and associated infrastructure
  - (b) Temporary stabling to support development of equestrian events and activities; access path from stables to oval
- 2.3 Priority 2 elements: not applicable

Terms of Reference of Talunga Recreation Park Detailed Design Working Group approved on 21 August 2018

Page 1 of 3

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### **3. ROLE OF THE WORKING GROUP**

- 3.1 Support Council to develop the Works for the prioritised elements to facilitate future development applications where necessary and the associated development of a future Detailed Business Case for exiting and subsequent grant applications.
- 3.2 Work collaboratively to achieve the objectives of the adopted master plans in respect of the prioritised works.
- 3.3 Monitor any identified and emerging issues in the implementation of the Works and advise and provide input on resolution.
- 3.4 Monitor any identified and emerging risks in the implementation of the Works and advise and provide input on prevention, mitigation and management options.
- 3.5 Working Group representatives provide a communication role to update their respective stakeholders, seek input where appropriate and provide feedback to the Working Group.
- 3.6 Support and provide input to any promotional and communication activities (including but not limited to linking stakeholders to Council's social media activities).
- 3.7 Provide updates to Council via the Director of Corporate and Community Services as required or via existing Big Project quarterly reporting.

### **4. MEMBERSHIP**

- 4.1 The Working Group will comprise of:
  - (a) Representatives of user groups associated with the facility
  - (b) Elected Member representation from Councillor's involved in the previous master plan development stage where possible.
  - (c) External architects and their subcontractors engaged via a Request for Quotation process in accordance with Council's procurement processes.
  - (d) The Director Corporate and Community Services or Manager Community Projects and other officers as required.

### **5. DELEGATED POWERS**

- 5.1 The Working Group will act in an advisory capacity to Council only and does not have specific delegated powers.
- 5.2 The Chief Executive Officer has delegation and the Director Corporate and Community Services has sub-delegation in respect of budgeted expenditure for the Works.

### **6. GOVERNANCE**

- 6.1 Meets as necessary dependent on master plan implementation requirements and available Council Officer Resources



- 6.2 Provides a written update to Council at least once every quarter via the Director Corporate and Community Services.
- 6.3 Project Budget Lines: 601574-841-969 or Q003
- 6.4 Implementation of designs is subject to funding.

<b>7. ROLES AND RESPONSIBILITIES</b>
--------------------------------------

- 7.1 Working Group members, who are not Barossa Council staff, or Elected Members, or undertaking membership of the group as part of their paid work, must be appropriately registered as a Volunteer of The Barossa Council.

<b>8. MEETINGS</b>
--------------------


- 8.1 Meetings will be held at times agreed by the Working Group.
- 8.2 The Working Group shall keep a record of all meetings, and forward a copy to the Working Group members.
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<b>9. RESOURCES</b>
---------------------

- 9.1 Working Group supported by Council resources for meeting purposes and as detailed in any agreed, specific Project scopes and plans and in accordance with any approved budget.

<b>10. TRAINING</b>
---------------------

- 10.1 None identified. Any future requirements to be addressed to Council

Signed .....  .....  
Mayor Bob Sloane

Dated: ..... 4/9/18 .....  
CP

# THE BAROSSA COUNCIL

## TERMS OF REFERENCE OF THE Nuriootpa Centennial Park & Coulthard Reserve Detailed Design Working Group



<b>Community Plan Link:</b>		Natural Environment and Built Heritage	
		Community and Culture	
		Infrastructure	
		Health and Wellbeing	
		How We Work – Good Governance	
<b>Document Owner:</b>	Director Corporate and Community Services	<b>Previous Approval Date(s):</b>	n/a
<b>Document Control Officer:</b>	Director Corporate and Community Services	<b>Current Approval Date:</b>	18/08/2018
<b>HPE Content Manager Ref:</b>	18/54768	<b>Next Review Date:</b>	As required

### 1. ESTABLISHMENT

- 1.1 A master plan for the Nuriootpa Centennial Park and Coulthard Reserve was adopted by Council in March 2018 and on 26 April 2018 Council approved the prioritisation of components of the master plan to form part of an application for Federal Regional Growth Funding.
- 1.2 To support the development of detailed architectural design ('the Works') of the prioritised elements of the master plan. Representatives of user groups have been included in a Working Group and terms of reference will guide input.

### 2. OBJECTIVE

- 2.1 The purpose of the Working Group is to support Council and Council Officers with the Works associated with the prioritised components of the Federal Regional Growth Fund application (priority 1 elements) and priority 2 elements (where applicable).
- 2.2 Priority 1 elements are:
  - (a) New Clubroom and changing room Building
  - (b) Upgraded Toilets/Change Rooms etc
  - (c) Landscaping, Civil, Road, Electrical and Drainage

Terms of Reference of Nuriootpa Centennial Park/Coulthard Reserve Detailed Design Working Group  
approved on 21 August 2018 Page 1 of 4

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- (d) Soccer Pitch realignment /Scouts relocation to Coulthard Reserve
- (e) Cricket Practice Infrastructure

### 2.3 Priority 2 elements are:

- (a) Coulthard Reserve – lake reconfiguration and reinstatement

## **3. ROLE OF THE WORKING GROUP**

- 3.1 Support Council to develop the Works for the prioritised works to facilitate future development applications where necessary and the associated development of a future Detailed Business Case for exiting and subsequent grant applications.
- 3.2 Work collaboratively to achieve the objectives of the adopted master plans in respect of the prioritised works.
- 3.3 Monitor any identified and emerging issues in the implementation of the Works and advise and provide input on resolution.
- 3.4 Monitor any identified and emerging risks in the implementation of the Works and advise and provide input on prevention, mitigation and management options.
- 3.5 Working Group representatives provide a communication role to update their respective stakeholders, seek input where appropriate and provide feedback to the Working Group.
- 3.6 Support and provide input to any promotional and communication activities (including but not limited to linking stakeholders to Council's social media activities).
- 3.7 Provide updates to Council via the Director of Corporate and Community Services as required or via existing Big Project quarterly reporting.

## **4. MEMBERSHIP**

- 4.1 The Working Group will comprise of:
  - (a) Representatives of user groups associated with the facility
  - (b) Elected Member representation from Councillor's involved in the previous master plan development stage where possible.
  - (c) External architects and their subcontractors engaged via a Request for Quotation process in accordance with Council's procurement processes.
  - (d) The Director Corporate and Community Services or Manager Community Projects and other officers as required.

## **5. DELEGATED POWERS**

- 5.1 The Working Group will act in an advisory capacity to Council only and does not have specific delegated powers.



- 5.2 The Chief Executive Officer has delegation and the Director Corporate and Community Services has sub-delegation in respect of budgeted expenditure for the Works.

## **6. GOVERNANCE**

- 6.1 Meets as necessary dependent on master plan implementation requirements and available Council Officer Resources
- 6.2 Provides a written update to Council at least once every quarter via the Director Corporate and Community Services.
- 6.3 Project Budget Lines: 601574-841-969 or Q003
- 6.4 Implementation of designs is subject to funding.

## **7. ROLES AND RESPONSIBILITIES**

- 7.1 Working Group members, who are not Barossa Council staff, or Elected Members, or undertaking membership of the Working Group as part of their paid work, must be appropriately registered as a Volunteer of The Barossa Council.

## **8. MEETINGS**

- 8.1 Meetings will be held at times agreed by the Working Group.
- 8.2 The Working Group shall keep a record of all meetings, and forward a copy to the Working Group members.
- 8.3 Members can discuss and make recommendations. Agreed recommendations can be submitted to Council Officers and/or Elected Members as appropriate for further consideration.

## **9. RESOURCES**

- 9.1 Working Group supported by Council resources for meeting purposes and as detailed in any agreed, specific Project scopes and plans and in accordance with any approved budget.

## **10. TRAINING**

- 10.1 None identified. Any future requirements to be addressed to Council.

Signed .....  
Mayor Bob Joane

Dated: ..... 4/9/18

# THE BAROSSA COUNCIL

## TERMS OF REFERENCE OF THE Barossa Regional Culture Hub Detailed Design Working Group



<b>Community Plan Link:</b>		Natural Environment and Built Heritage	
		Community and Culture	
		Infrastructure	
		Health and Wellbeing	
		How We Work – Good Governance	
<b>Document Owner:</b>	Director Corporate and Community Services	<b>Previous Approval Date(s):</b>	N/A
<b>Document Control Officer:</b>	Director Corporate and Community Services	<b>Current Approval Date:</b>	21/8/2018
<b>HPE Content Manager Ref:</b>	18/54831	<b>Next Review Date:</b>	As Required

### 1. ESTABLISHMENT

- 1.1 A master plan for the Barossa Regional Culture Hub was adopted by Council in June 2018. Prior to that on 26 April 2018, Council approved the prioritisation of a Barossa Regional Culture hub to form part of an application for Federal Regional Growth Funding.
- 1.2 To support the development of detailed architectural design ('the Works') of the master plan. Representatives of user groups are included in a Working Group and terms of reference will guide input.

### 2. OBJECTIVE

- 2.1 The purpose of the Working Group is to support Council and Council Officers with the Works associated with the prioritised components of the Federal Growth Fund application (priority 1 elements) and priority 2 elements (where applicable).
- 2.2 Priority 1 elements are:
  - (a) Barossa Regional Culture Hub facility and associated internal and external infrastructure.
- 2.3 Priority 2 elements are: Not applicable

### **3. ROLE OF THE WORKING GROUP**

- 3.1 Support Council to develop the Works for the prioritised elements to facilitate future development applications where necessary and the associated development of a future Detailed Business Case for exiting and subsequent grant applications.
- 3.2 Work collaboratively to achieve the objectives of the adopted master plan in respect of the prioritised works.
- 3.3 Monitor any identified and emerging issues in the implementation of the Works and advise and provide input on resolution.
- 3.4 Monitor any identified and emerging risks in the implementation of the Works and advise and provide input on prevention, mitigation and management options.
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### **4. MEMBERSHIP**

- 4.1 The Working Group will comprise of:
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  - (c) External architects and their subcontractors engaged via a Request for Quotation process in accordance with Council's procurement processes.
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- 6.3 Project Budget Lines: 601574-841-969 or Q003
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- 8.3 Members can discuss and make recommendations. Agreed recommendations can be submitted to Council Officers and/or Elected Members as appropriate for further consideration.

## **9. RESOURCES**

- 9.1 Working Group supported by Council resources for meeting purposes and as detailed in any agreed, specific Project scopes and plans and in accordance with any approved budget.

## **10. TRAINING**

- 10.1 None identified. Any future requirements to be addressed to Council.

Signed .....  
Mayor Bob Sloane

Dated: 7/9/18

COUNCIL

CORPORATE AND COMMUNITY SERVICES

DIRECTOR REPORT

18 DECEMBER 2018

7.3.1 DEBATE AGENDA – DIRECTOR CORPORATE AND COMMUNITY SERVICES

7.3.1.2

THE BIG PROJECT (GENERATIONAL COMMUNITY INFRASTRUCTURE PROJECT) –  
QUARTERLY UPDATE REPORT – QUARTER 8 – AUGUST TO OCTOBER 2018

B5601

PURPOSE

To provide a progress update to Council following completion of Quarter 8 (August to October 2018) of the implementation of “The Big Project” – Generational Community Infrastructure Project (the Project). As the report has been delayed for the new Council, some of the commentary in the report also deals with matters arising post October 2018, particularly in relation to grant funding.

RECOMMENDATION

That Council receive and note the Quarter 8 Report: August to October 2018 inclusive, in respect of progress on “The Big Project” – Generational Community Infrastructure Project and incorporating summary of work completed Ref: 18/79160.

REPORT

Background

At its Meeting on the 15 May 2018, Council resolved that:

MOVED Cr Harris

that Council receive and note the Quarter 7 Report: May to July 2018 inclusive in respect of progress on “The Big Project” – Generational Community Infrastructure Project (the Project) and incorporating summary of work completed Ref: 18/50553.

Seconded Cr Miller

CARRIED 2014-18/1497

Introduction

As part of the governance arrangements for The Big Project (as referenced in item 2.4 of the February 2017 Council resolution), a quarterly update to report on progress to Council is required.

Discussion

A report on the progress items actioned during the Quarter 8 report period is provided as Attachment 1.

Summary and Conclusion

Highlight items for the Quarter include:

- Master planning – the draft master plan for Stockwell Recreation Park was completed during the reporting period but community consultation deferred until after conclusion of the 2018 Local Government Election Caretaker Period. This will be undertaken at the end of January, after the Christmas and main holiday period.



- Prudential management report. The report has been taken as far as practicable at this stage pending completion of the project and overall Big Project Feasibility Reports and updated financial assessments and future project prioritisation by Council.
- Detailed design. Detailed designs for the following projects (in respect of the priority 1 and 2 project elements identified for the Federal Regional Growth Fund Expression of Interest (RGF EOI) Process is commenced:
  - Nuriootpa Centennial Park and Coulthard Reserve (on hold as requires adjustment to take account of recent land purchase – Prider Street)
  - Angas Recreation Park
  - Williamstown Queen Victoria Jubilee Park
  - Rugby at the Rex
  - Tanunda Recreation Park
  - Barossa Culture Hub

Lyndoch Recreation Park is not commenced.

Now that the outcome of the RGF EOI is known, and the Building Better Regions Fund application has been made, resources can be redirected back to progressing the detailed design as soon as possible during the remainder of December or in the New Year. This work will continue with input of the respective community working groups and will be subject to updated cost assessment.

- Grant funding  
Federal Regional Growth Fund Expression of Interest:  
On the 24 October 2018, Council received formal notification that its Regional Growth Fund application had been unsuccessful. Formal feedback was requested from the Department of Infrastructure, Regional Development and Cities. This was provided via a verbal feedback session on 29 November 2018. Officers can provide a more detailed verbal summary of the debrief, but the key learnings are:
  - 16 projects were taken forward to the next phase out of 337 total applications representing \$5.9billion of funding requests.
  - The Council's submission with Chateau Tanunda was scored extremely strongly across all the Merit Criteria and was viewed as a credible and innovative project.
  - It exceeded the scoring threshold for projects that were shortlisted for consideration.
  - The public / private partnership approach was understood and added value.
  - Having met the scoring threshold the determination of the 16 projects supported for the final stage of assessment was a "decision of government".

Federal Building Better Regions Fund (BBRF) Round 3 Application:

On the 15 November 2018, an application for BBRF was made in respect of the Barossa Culture Hub. A partnership approach was again adopted, this time with the Tanunda Club (Chateau Tanunda ineligible for this funding stream). A \$10.3million application has been made and \$4.4million of grant funding sought. An announcement is anticipated prior to the federal election.

State Government Regional Growth Funding (Continuing Infrastructure Fund):  
An application has also been made to the State Government in respect of the Barossa Culture Hub.

- Angaston Railway Station Precinct.  
Significant work has been undertaken to progress the detailed design of both the station and platform restoration and as a separate package, the play and recreation spaces. Procurement of the station restoration package is underway, with a view to commencing works late January 2019.

Further support to the Machinery Preservation Society has also been provided, albeit this is out of the scope of the Council lead project.

- Regional cycle trail.  
The participating councils continue to progress route design and costing work for their components of the route. A branding / marketing workshop was held and a governance workshop to start to plan for how a project of this scale could be promoted, managed and operated.

It is planned to make a grant application to the State Government Open Space Grant fund to match fund the residual funds contributed to date by the 5 councils to undertake the strategic planning work.

- Project Feasibility Studies  
Officers are working through the individual project feasibility reports for each of the sites with adopted master plans. These will be presented to Council during the first quarter of 2019 and will feed up to the overall Big Project Feasibility Study.
- Overarching The Big Project Feasibility Study  
Will comprise the sub project feasibility study and will provide the raw data for Council to prioritise and make decisions for the future implementation and funding of works and to support future grant application processes.

#### ATTACHMENTS OR OTHER SUPPORTING REFERENCES

Attachment 1: The Big Project – Quarterly Update Report – Q8 (August to October 2018) Ref: 18/79160

#### COMMUNITY PLAN / CORPORATE PLAN / LEGISLATIVE REQUIREMENTS

##### Community Plan



Natural Environment and Built Heritage



Community and Culture



Infrastructure



Health and Wellbeing



Business and Employment



How We Work – Good Governance

##### Corporate Plan

3.3 Ensure Council's sporting, recreational and leisure grounds and playing arena and associated programs meet the current need of the community to an agreed level of service.

3.9 Ensure Council facilities and assets are accessible, safe and maintained to an agreed level of service.

#### Legislative Requirements

Local Government Act 1999

### FINANCIAL, RESOURCE AND RISK MANAGEMENT CONSIDERATIONS

#### Financial

No financial impacts; all expenditure is within allocated budget.

#### Resource

The Director Community Projects returned to the substantive role of Director, Corporate and Community Services (DCCS) effective 1 July 2018. Big Project work is now being resourced jointly between DCCS (0.4 FTE) and Manager, Community Projects (0.5 FTE).

#### Risk Management

Ongoing risk assessments continue to be prepared / updated as Officers work as necessary through phases of The Big Project development and project specific implementation. The most recent risk assessment update has been produced for the Federal Building Better Regions Application for the Barossa Culture Hub.

### COMMUNITY CONSULTATION

A Communication plan and Community Consultation plan for the Project have been documented and are reviewed periodically with Communication and Marketing Officers, the Chief Executive Officer and periodically with The Big Project Working Party.

A Consultation plan for each individual component project is also developed and reviewed for approval as part of the Agenda reporting process to Council.

Regular updates are provided to the community via press releases, d'Vine adverts and newsletters, radio interviews, website and social media content.

In the forthcoming quarter, community consultation on the Stockwell Recreation Park master plans will occur.

It is proposed to hold a drop in session for the community to view the detailed design of the play and recreational spaces for the Angaston Railway Station during January 2019.

Jo Thomas –Director Corporate &amp; Community Services – DCCS ( allocated @ 0.4 FTE)

Rebecca Tappert – Manager Community Projects – MCP (allocated @ 0.5FTE)

Project	August 2018	September 2018	October 2018
Recreation Parks			
Southern Barossa Sporting Hub	<ul style="list-style-type: none"> <li>Update meeting with southern Barossa Alliance / CEO / Deputy Mayor</li> <li><u>Williamstown</u> User Meetings held (late July) 3 Aug – Meeting with architects to discuss generic user requirements and draft detailed design plans</li> <li>6 Aug – Meeting with Active Education for recording of school camp requirements</li> <li>Meeting to discuss trails</li> <li><u>Lyndoch</u> On hold</li> <li><u>Project Costing</u> Meeting with cost consultants to brief projects and documents.</li> </ul>	<ul style="list-style-type: none"> <li><u>Williamstown</u> 13 Sept – User Group meeting to present final detailed design. 90% plans (for costing) delivered</li> </ul>	<ul style="list-style-type: none"> <li><u>Project Costing</u> Costing reports delivered (to be reviewed)  Feasibility reports commenced</li> </ul>
Tanunda Rugby Precinct	<ul style="list-style-type: none"> <li>Draft design review by Barossa Rams Rugby Club</li> <li><u>Project Costing</u> Meeting with cost consultants to brief projects and documents.</li> </ul>	<ul style="list-style-type: none"> <li>Initial detailed design cost review Meeting – Architects and Cost Consultants RLB</li> <li>Electronic walk-through models provided</li> </ul>	<ul style="list-style-type: none"> <li><u>Project Costing</u> Costing report delivered (to be reviewed) <ul style="list-style-type: none"> <li>Feasibility reports commenced</li> </ul> </li> </ul>

Talunga Park / Old Talunga Park Master Plan Update	<ul style="list-style-type: none"> <li>User Meetings held (late July)</li> <li>Engineering considerations meeting</li> </ul>	<ul style="list-style-type: none"> <li>Initial detailed design cost review Meeting – Architects and Cost Consultants RLB</li> </ul> <p>Various meetings onsite with architect for design matters</p>	<ul style="list-style-type: none"> <li>90% plans (for costing) delivered</li> <li><u>Project Costing</u> Costing report delivered (to be reviewed)</li> </ul> <p>Feasibility reports commenced</p>
Nuriootpa Centennial Park and Coulthard Reserve Master Plan	<ul style="list-style-type: none"> <li>Planning, Building and Engineering discussion – detailed design development – Architects and Council Officers</li> <li>Detailed Design Working Group Meeting (with Architects)</li> </ul>	<ul style="list-style-type: none"> <li>Initial detailed design cost review Meeting – Architects and Cost Consultants R</li> </ul>	<ul style="list-style-type: none"> <li>Land purchase progressing (now out of confidence)</li> </ul>
Tanunda Recreation Park Master Plan	<ul style="list-style-type: none"> <li>Detailed design working group meeting</li> <li>Planning, Building and Engineering discussion – detailed design development – Architects and Council Officers</li> </ul>	<ul style="list-style-type: none"> <li>Landscape design review – detailed design phase – residual infrastructure (Architects)</li> <li>Traffic Assessment – Site Visit – Traffic Consultant / Architect</li> </ul>	
Stockwell Recreation Park Master Plan	<ul style="list-style-type: none"> <li>Final masterplan documents delivered</li> </ul>	<ul style="list-style-type: none"> <li>18 September Council meeting. Council endorsed consultation period post election / caretaker period</li> </ul>	
Angas Recreation Park Master Plan	<ul style="list-style-type: none"> <li>Planning, Building and Engineering discussion – detailed design development – Architects and Council Officers</li> <li>Interim cost estimate detailed design development</li> <li>Detailed Design Working Group Meeting (with Architects)</li> </ul>	<ul style="list-style-type: none"> <li>Initial detailed design cost review Meeting – Architects and Cost Consultants RLB</li> </ul>	
Murray Recreation Park Master Plan	<ul style="list-style-type: none"> <li></li> </ul>		



SACA / SANFL / CA MOU			<ul style="list-style-type: none"> <li>SACA Facilities Forum</li> </ul>
Arts Culture Heritage Tourism			
Barossa Culture Hub	<ul style="list-style-type: none"> <li>Review requirements for financial modelling – CEO</li> <li>Research meeting – Smart Cities Advisory / Internet of Things discussion for Heritage library</li> <li>Ongoing development detailed design</li> </ul>	<ul style="list-style-type: none"> <li>Phase 1 and 2 contracts – Architects – ongoing design development and documentation</li> <li>Meeting Architects</li> </ul>	<ul style="list-style-type: none"> <li>Planning, Building and Engineering discussion – detailed design development – Architects and Council Officers</li> <li>Request for Quote – Detailed Design - evaluation assessment</li> <li>Contract award – Phillips Pilkington</li> <li>Start up meeting – detailed design Working Group</li> <li>Ongoing development meetings – Architects and Stakeholders</li> </ul>
Angaston Railway Precinct	<ul style="list-style-type: none"> <li>Reference Group Meeting</li> <li>Barossa Valley Machinery Preservation Society (BVMPS) Shed, meeting to discuss WHS considerations and commence build – support role only.</li> <li>Station Building – Internal Floor Level Survey</li> <li>Environmental Site Analysis and Plan</li> <li>29 August – User group (BVMPS, ACBA) meeting to present draft station plans and branding exercise</li> <li>Landscape Design – Architect appointed</li> </ul>	<ul style="list-style-type: none"> <li>BVMPS Shed – Media release, video and pictures. 18 September – onsite discussion regarding fire protection requirement</li> <li>Landscape Design – Kick off meeting and design process underway</li> <li>Site meeting with stumping contractor – railway station (Architects and Engineers)</li> </ul>	<ul style="list-style-type: none"> <li>Barossa Valley Machinery Preservation Society Shed, complete build – support role only.</li> <li>Meeting re advice on seeking additional funds to support completion of fire compliance requirements</li> <li>Station Building – Internal Project team meeting, heritage architect presentation of station plans</li> <li>Landscape Design – Initial concept presentation to working group and continuation of onsite meetings with architect to further design</li> </ul>
Heritage Tourism Trails			
Cycle / Leisure Tourism			
Warren Reservoir	Operational	Operational	operational

Skate Park Strategy	<ul style="list-style-type: none"> <li>Williamstown pump track site meeting</li> </ul>	<ul style="list-style-type: none"> <li>Site meeting – Williamstown pump track</li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>
WQVJP Outdoor Activity Centre	<ul style="list-style-type: none"> <li>As above for Williamstown as part of Southern Barossa Sporting Hub</li> </ul>		
Regional Cycle Paths	<ul style="list-style-type: none"> <li>Briefing Stephan Knoll office with RDA Barossa</li> <li></li> </ul>	<ul style="list-style-type: none"> <li>Planning meeting – Craig Grocke</li> <li>Briefing meeting Casella / Peter Lehmann Wines and Light Regional Council – future linkage / loop opportunities</li> <li>Working Group Branding and Governance Sessions</li> </ul>	<ul style="list-style-type: none"> <li>Bendigo Cycle Conference – Regional Cycle Trail presentation (joint with RDA)</li> </ul>
Events			
Equestrian and Walking Trails Network			
Aquatic Strategy			
Strategy Development	Draft 60% complete	Draft 60% complete	Draft 60% complete
Nuriootpa Pool	Draft 60% complete		
WQVJP Pool			
The Rex			
Other			
Workshops / Council reports general / progress meetings - internal	<ul style="list-style-type: none"> <li>Weekly Big Project review meetings Manager Community Projects</li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>	
RDA Barossa			
Promotion	<ul style="list-style-type: none"> <li>State Roads Conference – Project Presentation with CEO</li> <li>Quarterly catch up and planning Communication Officers</li> </ul>	<ul style="list-style-type: none"> <li>Presentation – Southern Barossa Alliance – economic impact deliverables – Big Project</li> <li>Drones discussion for future promotional / lobbying materials (contractor briefing organised by Works team)</li> </ul>	<ul style="list-style-type: none"> <li>Barossa Arts Council AGM Presentation</li> </ul>
CEO governance / briefing	<ul style="list-style-type: none"> <li></li> </ul>		
Funding / Lobbying	<ul style="list-style-type: none"> <li>Review of next steps meeting – RGF EOI funding application – Section 51 Consultants</li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>	<ul style="list-style-type: none"> <li>Building Better Regions Fund Round 3 launch and application development</li> <li>Meeting BBRF – RDA</li> </ul>

			<ul style="list-style-type: none"> <li>• Planning session BBRF – Section 51 consultants</li> <li>• BBRF Tony Pasin Briefing</li> </ul>
The Big Project Working Group & Council Governance / Meetings	<ul style="list-style-type: none"> <li>•</li> </ul>		<ul style="list-style-type: none"> <li>• Working Group Meeting scheduled for 6 November 2018</li> </ul>
Feasibility Report Development	<ul style="list-style-type: none"> <li>• Review content and scoping of Feasibility Template.</li> <li>• Finalise content and scoping of Feasibility Template.</li> </ul>	<ul style="list-style-type: none"> <li>• Template development and commence population of data across component sites (ie each site to have feasibility report)</li> </ul>	<ul style="list-style-type: none"> <li>• Weekly update sessions – Feasibility Development internal team</li> </ul>

COUNCIL

CORPORATE AND COMMUNITY SERVICES

MANAGERS' REPORTS

18 DECEMBER 2018

7.3.2 DEBATE AGENDA – MANAGER COMMUNITY PROJECTS

7.3.2.1

MINUTES OF COMMUNITY ASSISTANCE SCHEME COMMITTEE MEETING AND APPOINTMENT OF ADDITIONAL COMMITTEE MEMBER

B3342

PURPOSE

Council to consider:

- the Minutes of the Community Assistance Scheme Committee (CASC) meeting held 4 December 2018 (copy *attached*); and
- the recommendation from the CASC regarding the appointment of an additional Committee member.

RECOMMENDATION

That Council:

- (1) having reviewed the Minutes of the Community Assistance Scheme Committee meeting held 4 December 2018 adopt the Resolutions contained therein;
- (2) appoint Cr ..... to the Community Assistance Scheme Committee for the life of this Council (or until further reviewed).

REPORT

Introduction

Council, at its meeting held 26 November 2018, resolved the following:

***“MOVED*** Cr Angas that Council:

- (1) *Appoint the Mayor, Deputy Mayor, Cr Schilling and Cr Wiese-Smith to the Community Assistance Scheme Committee for the life of this Council (or until further reviewed and changed);*
- (2) *Adopt the existing Terms of Reference for the Community Assistance Scheme Committee.*

***Seconded*** Cr Johnstone

***CARRIED 2018-22/29”***

Discussion

Clause 3.1 of the CASC Terms of Reference states that the Committee will consist of the Mayor, Deputy Mayor and a minimum of two Elected Members nominated by Council.

CASC, at its meeting held 4 December 2018, resolved to:

- “(3) recommend[s] to Council that an additional Elected Member be appointed to the Committee, making a total of five Members.”*

Five CASC members has worked well in the past and has provided more surety of a quorum for the meetings.

In relation to voting on matters, the Local Government (Procedures at Meetings) Regulations 2013 infer that each Elected Member who is a member of a Council committee and who is present at a meeting of the committee, must vote on a question arising for decision at that meeting (including the Chairperson). In the event of a tied vote, the matter would need to be referred to Council for resolution. Five members on the CASC would limit the occasions that this may occur.

The CASC Terms of Reference will be reviewed by the Committee at a future meeting.

#### Summary

Officers endorse a CASC of five members as it will assist decision making and allow the Committee to function more effectively.

#### ATTACHMENTS OR OTHER SUPPORTING REFERENCES

Attachment: Minutes of Community Assistance Scheme Committee meeting held 4 December 2018.

#### COMMUNITY PLAN / CORPORATE PLAN / LEGISLATIVE REQUIREMENTS

##### Community Plan



##### How We Work – Good Governance

##### Corporate Plan

6.2 Ensure that Council's policies and process frameworks are based on principles of sound governance and meet legislative requirements.

##### Legislative Requirements

Local Government Act 1999

Local Government (Procedures at Meetings) Regulations 2013

#### FINANCIAL, RESOURCE AND RISK MANAGEMENT CONSIDERATIONS

There are no financial, resource or risk management considerations.

#### COMMUNITY CONSULTATION

Not required under legislation or Council's Public Consultation Policy.



## NOT CONFIRMED

### MINUTES OF THE MEETING OF THE BAROSSA COUNCIL COMMUNITY ASSISTANCE SCHEME COMMITTEE held in the Committee Room at The Barossa Council, 43-51 Tanunda Road, Nuriootpa on Tuesday 4 December 2018 commencing at 9.00am

#### WELCOME

Rebecca Tappert, Manager Community Projects, assumed the Chair. She declared the meeting open at 9.00am and welcomed all in attendance.

#### 1. PRESENT

Mayor Bim Lange, Cr John Angas (Deputy Mayor), Cr Kathryn Schilling, Cr Carla Wiese-Smith, Rebecca Tappert (CASC Executive Officer), Sam Hosking (Heritage Advisor), Annette Randall (CASC Administration Officer), Marie Thom (Assistant to Manager Development Services).

#### 2. APOLOGIES

Louis Monteduro (Manager Development Services)

#### 3. APPOINTMENT OF CHAIRPERSON

B3342

MOVED Mayor Lange that the Community Assistance Scheme Committee appoints Cr John Angas (Deputy Mayor) as its Chairperson until otherwise determined by the Committee.  
Seconded Cr Schilling CARRIED

#### PURPOSE

The Community Assistance Scheme Committee (CASC), in accordance with its Terms of Reference, to appoint a Chairperson for the CASC.

#### REPORT

##### Appointment of Chairperson

Section 3.2 of the CASC Terms of Reference states:

*"The Committee will at the first meeting following every periodic Local Government election (and further annually at its determination and as recorded in its Minutes), appoint at a minimum the Chairperson of the Committee who shall be either the Mayor or Deputy Mayor."*

Mr Bim Lange was elected Mayor in the recent Local Government Elections. At the 26 November 2018 Council Meeting, Cr John Angas was appointed as Deputy Mayor.

#### ATTACHMENTS OR OTHER SUPPORTING REFERENCES

Nil

#### COMMUNITY PLAN / CORPORATE PLAN / LEGISLATIVE REQUIREMENTS

##### Community Plan



How We Work – Good Governance

##### Corporate Plan

6.2 Ensure that Council's policy and process frameworks are based on principles of sound governance and meet legislative requirements.

##### Legislative Requirements

Local Government Act 1999

#### FINANCIAL, RESOURCE AND RISK MANAGEMENT CONSIDERATIONS

There are no financial, resource or risk management considerations.

#### COMMUNITY CONSULTATION

## NOT CONFIRMED

Consultation is not required under legislation or Council policy.

Cr Angas assumed the Chair.

### 4. FUTURE MEETING TIMES AND MEETING PROCEDURE B3342

Ms Tappert and Ms Randall spoke to the Report.

MOVED Cr Wiese-Smith that the Community Assistance Scheme Committee:

- (1) holds the next Committee meeting on 6 March 2019 at 5.30pm, and subsequent meetings in the first week of May, August, November and February each year, at times determined by the Committee;
- (2) determines, pursuant to S27 of the Local Government (Procedures at Meetings) Regulations, that the Chairperson will have a deliberative vote on a matter arising for decision, but does not, in the event of a equality of votes, have a casting vote;
- (3) recommends to Council that an additional Elected Member be appointed to the Committee, making a total of five Members.

Seconded Mayor Lange

CARRIED

### PURPOSE

The Community Assistance Scheme Committee (CASC), in accordance with its Terms of Reference, to:

- decide on day, time and place for future CASC meetings
- determine CASC meeting process.

### REPORT

#### Discussion

#### Timing of Future CASC Meetings

Section 8.3 of the CASC Terms of Reference states:

*"Ordinary meetings of the Committee will be held quarterly or as determined by the Committee. The day, time and place for such meetings will be determined each year at the first ordinary meeting."*

Historically, CASC meetings have been held in the first week of September, December, March and June. Initial discussions regarding a change to the timing of future meetings took place at the 6 June 2018 CASC meeting, when Members discussed the difficulties of making funding decisions in June, particularly if the Community Grant and Youth Grant Budget is becoming depleted. Often the applications received are for activities being undertaken in the following financial year.

At the 1 August 2018 CASC meeting, Ms Tappert proposed that future meetings be held in the first month of each Quarter rather than in the last month. Members preferred that meetings be held prior to the Council Workshop on the first Wednesday of the month. January would possibly be an exception to this.

At the 5 September 2018 meeting, CASC decided to leave the decision to the incoming Committee, following the Local Government Elections.

Officers are now proposing that meetings be changed to the middle month of each Quarter and if approved, commence the new timing in the last Quarter of 2018/19 ie meeting to be held in May 2019 (instead of June). This would give appropriate notification time to the public.

#### Meeting Process

The following statements are in the CASC Terms of Reference:

## NOT CONFIRMED

8.2 "Insofar as the Act and/or Regulations or these Terms of Reference do not prescribe the process to be observed in relation to the conduct of a meeting of the Committee, the Committee may determine its own process. In that case, the Committee will document that process within its minutes."

8.6 "All decisions of the Committee will be made based on the majority of the members present. All Committee members must (subject to a provision of the Act or Regulations to the contrary) vote on any matter arising for decision at a meeting of the Committee."

8.1 "The meetings of the Committee will be held in accordance with Parts 1, 3 and 4 of the Regulations. Part 2 of the Regulations does not apply to this Committee."

A copy of Parts 1, 3 and 4 of the Regulations are provided in Attachment 1 for Member information.

Advice to Officers has been that "all Members can move/second and should be voting, including the Chair". Historically this has not been the case with Council committees, as they have followed the Council Meeting format ie the presiding member only having a casting vote and not a deliberative vote.

Section 27 of the Local Government (Procedures at Meetings) Regulations 2013 is as follows:

### 27—Voting at committee meetings

- (1) Subject to the Act and these regulations, a question arising for decision at a meeting of a council committee will be decided by a majority of the votes cast by the members present at the meeting and entitled to vote on the question.
- (2) Each member of a council who is a member of a council committee and who is present at a meeting of the committee must, subject to a provision of the Act to the contrary, vote on a question arising for decision at that meeting.
- (3) The presiding member of a council committee has a deliberative vote on a question arising for decision at the meeting but does not, in the event of an equality of votes, have a casting vote.

### Summary and Conclusion

The Local Government (Procedures at Meetings) Regulations 2013 infer that each Elected Member who is a member of a Council committee and who is present at a meeting of the committee, must vote on a question arising for decision at that meeting. In the event of a tied vote, the matter would be referred to Council for resolution.

The Act and Regulations are silent in relation to the presiding member moving or seconding a motion. This process can be decided by the committee and recorded in the Minutes.

Officers recommend that an additional Elected Member be appointed to the CASC as was the case during the last term.

## ATTACHMENTS OR OTHER SUPPORTING REFERENCES

Attachment 1: Parts 1, 3 and 4 of the Local Government (Procedures at Meetings) Regulations

## COMMUNITY PLAN / CORPORATE PLAN / LEGISLATIVE REQUIREMENTS

### Community Plan



How We Work – Good Governance

### Corporate Plan

6.2 Ensure that Council's policy and process frameworks are based on principles of sound governance and meet legislative requirements.

### Legislative Requirements

Local Government (Procedures at Meetings) Regulations 2013

## FINANCIAL, RESOURCE AND RISK MANAGEMENT CONSIDERATIONS

## NOT CONFIRMED

There are no financial, resource or risk management considerations.

### COMMUNITY CONSULTATION

Consultation is not required under legislation or Council policy.

#### 5. CONFIRMATION OF PREVIOUS MINUTES

MOVED Cr Angas that the Minutes of the Community Assistance Scheme Committee meeting held on 5 September 2018 as circulated, be confirmed as a true and correct record of the proceedings of that meeting.

Seconded Mayor Lange

CARRIED

#### 6. BUSINESS ARISING FROM PREVIOUS MINUTES

Nil

#### 7. CONSENSUS AGENDA

##### 7.1 ITEMS FOR EXCLUSION FROM THE CONSENSUS AGENDA

Nil

##### 7.2 RECEIPT OF CONSENSUS AGENDA

MOVED Mayor Lange that the items contained in the Consensus Agenda be received and that any recommendations contained therein be adopted.

Seconded Cr Wiese-Smith

CARRIED

#### 8. DEBATE AGENDA

##### 8.1 COMMUNITY GRANTS

###### 8.1.1.1

###### BAROSSA GAWLER AND LIGHT ADVANCE CARE PLANNING REFERENCE GROUP

B3342

Pursuant to S75 of the Local Government Act 1999, Cr Angas disclosed a perceived conflict of interest in the matter 8.1.1.1 – *Barossa Gawler and Light Advance Care Planning Reference Group – Advance Care Directives Assist Barossa project*, as he is a Board Member of Barossa Village Inc, whose Chief Executive Officer provided a letter of support for the project.

Cr Angas advised the Committee of the perceived conflict of interest and continued to participate in the meeting.

Pursuant to S75 of the Local Government Act 1999, Cr Wiese-Smith disclosed a perceived conflict of interest in the matter 8.1.1.1 – *Barossa Gawler and Light Advance Care Planning Reference Group – Advance Care Directives Assist Barossa project*, as her employer provided a letter of support for the project.

Cr Wiese-Smith advised the Committee of the perceived conflict of interest and continued to participate in the meeting.

MOVED Cr Wiese-Smith that the Community Assistance Scheme Committee defers its decision on the Community Grant Application submitted by the Barossa Gawler & Light Advance Care Planning Reference Group towards its "*Advance Care Directives Assist, Barossa*" project, pending the outcome of the Group's other funding applications.

## NOT CONFIRMED

The Motion lapsed for want of a Seconder.

MOVED Mayor Lange that the Community Assistance Scheme Committee:

- (1) approves a Community Grant of up to \$3,000 (excl GST) to Barossa Gawler & Light Advance Care Planning Reference Group towards its "*Advance Care Directives Assist, Barossa*" project, subject to quotes being provided for the items of expenditure;
- (2) requests that the IT equipment trolley, projector screen, portable microphone and speakers become the property of The Barossa Council in the event that the Reference Group is dissolved.

Seconded Cr Schilling

CARRIED

Cr Angas voted in favour of the Motion.

Cr Wiese-Smith voted against the Motion.

The majority of people entitled to vote on the matter, voted in favour of the Motion.

### PURPOSE

To consider a Community Grant Application from Barossa Gawler and Light Advance Care Planning Reference Group, seeking \$3,000 towards its "*Advance Care Directives Assist, Barossa*" project.

### REPORT

#### Background

The Barossa Gawler and Light Advance Care Planning Reference Group (the Group) has been established for eight years. "The role of the Group is to network peak bodies, stakeholders and consumers in order to progress Advance Care Planning as a core patient care element throughout the community and the health care settings and to promote Advance Care Planning across the public and private sector of South Australian health care." (*Terms of Reference 2015*)

#### Introduction

The Group has provided information to the community for the last eight years regarding the need to complete an Advance Care Directive and will continue with community presentations and attendance at community events in the future. The "*Advance Care Directives Assist, Barossa*" project is a pilot project for the Group, based on another proven model in the State. The project will see trained volunteers from the Group working with the community to provide assistance and guidance to complete an Advance Care Directives form.

#### Discussion

The Community Grant Application and supporting documentation has been reviewed by Officers and comments are provided in the Application Summary Sheet - [Attachment 1](#).

A copy of the Community Grant Application, including supporting documentation, is provided in [Attachment 2](#).

Council's Collaborative Project Officer has been liaising with the Group. Council has provided initial in-kind assistance through provision of an appointment booking service and a private room (Nuriootpa Library) in which to conduct the consultations. The Group started the free service in October 2018, providing three sessions every second Saturday morning which have been fully booked.

The Group are seeking a Grant of \$3,000 to cover the stated project expenditure below:



## NOT CONFIRMED

### **PROJECT EXPENDITURE** (Please provide an itemised list of expenses for the project)

IT Equipment Trolley	\$ 300.00
Projector Screen – pull up	\$900.00
Portable Microphone and speakers	\$ 900.00
Media Costs – local paper	\$ 600.00
Volunteer Training/hall hire/ site fees	\$ 150.00

No quotes/substantiation for the expense amounts have been provided. The IT equipment trolley, projector screen, portable microphone and speakers are not required for the consultation appointments at the Nuriootpa Library. However, this equipment is sought for use in their promotion of the pilot project and Advance Care Directive presentations in the Barossa.

The Group has advised that they are not able to contribute any funds to the project (have subsequently withdrawn the \$750 stated in their Application). Funding applications have also been submitted to the Barossa Health Advisory Council and Grants SA; the Group are awaiting the outcome of the applications.

The Group is auspiced by Catalyst Foundation Incorporated (including Seniors Information Service) which is a not-for-profit Association.

### Summary and Conclusion

Members may wish to defer a funding decision until the outcome of the Group's other grant applications is known.

### ATTACHMENTS OR OTHER SUPPORTING REFERENCES

Attachment 1: Community Grant Application Summary Sheet

Attachment 2: Community Grant Application and supporting documentation

### Policy

Community Assistance Scheme Policy

Community Grant Guidelines

### COMMUNITY PLAN / CORPORATE PLAN / LEGISLATIVE REQUIREMENTS

#### Community Plan



Community and Culture



Health and Wellbeing

#### Corporate Plan

2.4 Foster volunteering opportunities that are responsive to the needs of the Community.

4.4 Provide support and advocacy on aged and disability services including ensuring arrangements for Barossa Leisure Options services post NDIS implementation.

#### Legislative Requirements

Nil

### FINANCIAL, RESOURCE AND RISK MANAGEMENT CONSIDERATIONS

#### Financial

The adopted Budget for the Community Grants and Youth Grants for 2018/19 is \$25,500 (excl GST).

TOTAL CURRENT FUNDS AVAILABLE		\$15,750
December 2018:		

## NOT CONFIRMED

Requested Community Grants	1 Application	\$ 3,000
FUNDS REMAINING IF APPLICATION GRANTED		\$12,750

### COMMUNITY CONSULTATION

Community Consultation is not required under legislation or Council Policy.

#### 8.1.2 GRANT ACQUITTALS

##### 8.1.2.1

CARERS AND DISABILITY LINK INC – BAROSSA COMMUNITY DISABILITY EXPO 2018  
B3342

MOVED Mayor Lange that the Community Assistance Scheme Committee receives and approves the Acquittal documentation in relation to the Community Grant of \$2,000 awarded to Carers and Disability Link Inc towards its *Barossa Community Disability Expo 2018* event.

Seconded Cr Wiese-Smith

CARRIED

### PURPOSE

To consider the acquittal documentation in relation to the Community Grant awarded to Carers and Disability Link Inc towards its *Barossa Community Disability Expo 2018* event.

### REPORT

#### Background

The Community Assistance Scheme Committee (CASC), at its meeting held 5 September 2018, approved a Community Grant of \$2,000 to Carers and Disability Link Inc towards its *Barossa Community Disability Expo 2018* event.

#### Introduction

The Community Assistance Scheme Policy requires that "a written assessment of the project, including a financial statement (Acquittal Statement) is required from the Grant recipient on completion of the project".

#### Discussion

A project report and a Grant Acquittal Statement and evidence of expenditure is provided in Attachment 1.

### ATTACHMENTS OR OTHER SUPPORTING REFERENCES

#### Attachments

Attachment 1: Project report, Grant Acquittal Statement and evidence of expenditure.

#### Policy

Community Assistance Scheme Policy  
Community Grant Guidelines

### COMMUNITY PLAN / CORPORATE PLAN / LEGISLATIVE REQUIREMENTS

#### Community Plan



How We Work – Good Governance

#### Corporate Plan

##### How We Work – Good Governance

- 6.2 Ensure that Council's policy and process frameworks are based on principles of sound governance and meet legislative requirements.
- 6.4 Ensure that decisions regarding expenditure of Council's budget are based on an assessment of whole of life costs, risks associated with the activity and advice contained within supporting plans.

## NOT CONFIRMED

### Legislative Requirements

Local Government Act 1999

#### FINANCIAL, RESOURCE AND RISK MANAGEMENT CONSIDERATIONS

Adherence to Council's Community Assistance Scheme Policy and Community Grant Guidelines is a risk management tool.

#### COMMUNITY CONSULTATION

Community Consultation is not required under legislation or Council Policy.

#### 8.1.2.2

#### EASTERN HILLS AND MURRAY PLAINS CATCHMENT GROUP – JUTLAND NATURAL RESTORATION AND HERITAGE ENHANCEMENT PROJECT

B3342

MOVED Mayor Lange that the Community Assistance Scheme Committee receives and approves the Acquittal documentation in relation to the Community Grant of \$1,500 awarded to the Eastern Hills and Murray Plains Catchment Group towards its *Jutland Natural Restoration and Heritage Enhancement* project.

Seconded Cr Wiese-Smith

CARRIED

#### PURPOSE

To consider the acquittal documentation in relation to the Community Grant awarded to the Eastern Hills and Murray Plains Catchment Group (EH&MPCG) towards its *Jutland Natural Restoration and Heritage Enhancement* project.

#### REPORT

##### Background

The Jutland Water Reserve ("the Reserve") is a 4.3 hectare parcel that forms part of the Upper Marne River catchment, 7.5kms east of Eden Valley in the Eastern Mount Lofty Ranges. It is classified as Community Land in accordance with Section 193 of the Local Government Act 1999. It has extensive local history and hosts a memorial plaque for returned servicemen which is regularly visited. In 2013, Council accepted the offer of the EH&MPCG to enter into agreement to manage the Reserve under a Management Plan. A Memorandum of Understanding was also executed in early 2016. The Reserve is located on the Barossa border of the Group's catchment area.

The Community Assistance Scheme Committee (CASC), at its meeting held 6 September 2017, referred the Community Grant application from the EH&MPCG to Council, as it was outside of the Community Grant Guidelines. Council, at its meeting held 17 September 2017, resolved the following:

**"MOVED** Cr de Vries that Council approves the following support to the Eastern Hills & Murray Plains Catchment Group Inc toward the "Jutland natural restoration and heritage enhancement project" as proposed in their Community Grant Application dated 17 July 2017:

- *Weed Management and Maintenance of the War Memorial Plaque Area: Council assistance via Customer Request and subsequent prioritisation*
- *Ecological Workshops, Working Bee and Concept Planning for small shelter: \$1,500 (excl GST) funded from the Community Assistance Scheme budget.*

**Seconded** Cr Lange

**CARRIED 2014-18/1176"**

##### Introduction

The Community Assistance Scheme Policy requires that "a written assessment of the project, including a financial statement (Acquittal Statement) is required from the Grant recipient on completion of the project". The Acquittal Statement also requires copies of receipts/invoices for items on which the Grant was expended.

##### Discussion

## NOT CONFIRMED

A project report and a Grant Acquittal Statement and evidence of expenditure is provided in Attachment 1.

### Excerpt from Grant Application

Weed Management	
Maintenance of the War memorial plaque area	\$1500
Ecological workshops for volunteers - disability & migrant TAFE SA indigenous students	\$1000
Working Bee community event promoting the natural environment and history	\$ 300
Concept planning for a small shelter near the historical site	\$ 300

### Excerpt from Acquittal Statement

Type	Provide Details	\$ (GST excl.)
EXPENDITURE		
Contractors	Workshop: mechanical weed control Irongrass rehabilitation	\$412.46 \$525.00
	- demonstration bushcare	
Materials	Working bees Catering	\$300.00 \$62.54
Other Expenses	Concept Plan	\$200.00
	TOTAL EXPENDITURE	\$ 1500.00

### Comments:

- The EH&MPCG do not appear to have taken up Council's offer of assistance for weed management and maintenance of the war memorial plaque area;
- Evidence of expenditure is provided for the Irongrass rehabilitation ecological workshop and catering. The General Manager has stated that "all expenditure for the workshop, working bees and concept plan have been provided in the export from our Finance system. An explanation of the expenditure is provided in the notes.....".

### ATTACHMENTS OR OTHER SUPPORTING REFERENCES

#### Attachments

Attachment 1: Project report, Grant Acquittal Statement and evidence of expenditure.

#### Policy

Community Assistance Scheme Policy

Community Grant Guidelines

### COMMUNITY PLAN / CORPORATE PLAN / LEGISLATIVE REQUIREMENTS

#### Community Plan



#### How We Work – Good Governance

#### Corporate Plan

#### How We Work – Good Governance

- 6.2 Ensure that Council's policy and process frameworks are based on principles of sound governance and meet legislative requirements.
- 6.4 Ensure that decisions regarding expenditure of Council's budget are based on an assessment of whole of life costs, risks associated with the activity and advice contained within supporting plans.

#### Legislative Requirements

Local Government Act 1999

### FINANCIAL, RESOURCE AND RISK MANAGEMENT CONSIDERATIONS

Adherence to Council's Community Assistance Scheme Policy and Community Grant Guidelines is a risk management tool.

### COMMUNITY CONSULTATION

Community Consultation is not required under legislation or Council Policy.

#### 8.2.1

#### HERITAGE GRANT APPLICATIONS 2018/2019

B6001

Mr Hosking spoke to the Report and answered questions from the Members.

MOVED Cr Wiese-Smith that the Community Assistance Scheme Committee:

## NOT CONFIRMED

- (1) Grant a Heritage Grant in the amount of \$3,000 for the Langmeil Lutheran Church for conservation and protection works to the headstone on the Pastor Kavel grave for the property located at 7 Maria Street Tanunda.
- (2) Grant a Heritage Grant in the amount of \$750 for Wade Beagley for the reconstruction of a portion of the cellar and surrounding walls (adjacent and above) that are in danger of collapse for the property located at 34 Gilbert Street Lyndoch.
- (3) Decline a Heritage Grant for Dianne Hollands for the re-roofing the main dwelling and bull nose verandah for the property located at 655 Light Pass Road Angaston.
- (4) Grant a Heritage Grant in the amount of \$3,000 for Trinity Lutheran Church Inc Rowland Flat for conservation works to the precast concrete tracery window for the property located at 1 Church Road Rowland Flat.
- (5) Decline a Heritage Grant for Jarome and Naomi Graetz for demolition of a portion of the front fence which is cracked and leaning and its reconstruction to match and pointing to the front facade for the property located at 110 Murray Street Tanunda.
- (6) Grant a Heritage Grant in the amount of \$500 for Georgina Staker for the repair of damaged fascia's and verandah ceiling in the early Council chambers for the property located at 9 Murray Street Angaston.
- (7) Grant a Heritage Grant in the amount of \$500 for Georgina Staker for the replacement of the existing corrugated iron roof for the property located at 7 Murray Street Angaston.
- (8) Grant a Heritage Grant in the amount of \$1,000 for Samantha Baker for the removal of an existing verandah and its replacement to match existing for the property located at 6-8 King Street South Stockwell.
- (9) Grant a Heritage Grant in the amount of \$2,000 for Jerome Semmler for restoration of the South Rhine Baptist Church property located at Basil Roesler Road Flaxman Valley.

Seconded Mayor Lange

CARRIED

## INTRODUCTION

Nine heritage grant applications have been received for consideration by the Committee.

## COMMENT

A summary of the applications together with comments made by Council's Heritage Advisor form Attachment 1.

A full copy of the Heritage Grant Applications for the Committee's consideration form Attachments 2 to 10.

Council at its special meeting on 27 June 2018 set a budget of \$10,100 for Heritage Grant Applications for the 2018/2019 financial year.

Council's Heritage Advisor will be in attendance at the meeting to discuss the applications.

## Attachments

Attachment 1: Summary Table of Heritage Grant Applications

Attachment 2: Langmeil Lutheran Church Grant Application

Attachment 3: Wade Beagley Grant Application



## NOT CONFIRMED

Attachment 4: Dianne Hollands Grant Application

Attachment 5: Trinity Lutheran Church Inc Rowland Flat Grant Application

Attachment 6: Jarome and Naomi Graetz Grant Application

Attachment 7: Georgina Staker Grant Applicant

Attachment 8: Georgina Staker Grant Application

Attachment 9: Samantha Baker Grant Application

Attachment 10: Jerome Semmler Grant Application

### COMMUNITY PLAN/CORPORATE PLAN/LEGISLATIVE REQUIREMENTS

#### Community Plan



#### Natural Environment and Built Heritage

#### Corporate Plan

#### Natural Environment and Built Heritage

- 1.1 Facilitate planned and appropriate development of our townships and district to maintain the character of townships and rural landscapes and to preserve properties and sites which have historic significance.
- 1.4 Facilitate innovative and sustainable preservation and use of built heritage.

#### FINANCIAL AND RISK MANAGEMENT CONSIDERATIONS

Council's budget for 2018/2019 is \$10100.00 plus an additional \$4000.00 carried over from the 2017/2018 budget. Due to two applicants advising that they no longer wish to secure their \$1500.00 heritage monies, the committee has the full \$10100.00 plus \$1500.00 to allocate towards heritage grants.

#### 8.3.1

#### HERITAGE ADVISOR'S REPORT

B1938

Mr Hosking advised that the main issues during the last 12 months related to roofing colours and variations in galvanised iron. Draft Heritage Guidelines are being prepared to assist applicants.

MOVED Mayor Lange that the Heritage Advisor's report be received and noted.

Seconded Cr Schilling

CARRIED

#### PURPOSE

To advise the committee of activities carried out by Council's Heritage Advisor.

#### REPORT

The below table shows a summary of the activities undertaken during the period October 2017 to October 2018 by Mr Sam Hosking, Council's Heritage Advisor, whom attends Council one day per fortnight.

Heritage Advisory Task	Total Number
Visits to Council	25
Development Applications assessed	128
Meetings, Inspections, telephone conversations with owners, applicants, designers, community groups or members of the public	70
Meetings/Communications with Council Staff about Development Applications, pre-lodgement advice, projects	39
Heritage Grant Application assessments and inspections	22

## NOT CONFIRMED

Mr Hosking will be in attendance at this meeting to discuss any matters arising but can be contacted by email, [sam@hoskingwillis.com.au](mailto:sam@hoskingwillis.com.au) if further information is sought.

### ATTACHMENTS OR OTHER SUPPORTING REFERENCES

Nil.

### COMMUNITY PLAN/CORPORATE PLAN/LEGISLATIVE REQUIREMENTS

#### Community Plan



#### Natural Environment and Built Heritage

#### Corporate Plan

#### Natural Environment and Built Heritage

- 1.1 Facilitate planned and appropriate development of our townships and district to maintain the character of townships and rural landscapes and to preserve properties and sites which have historic significance.
- 1.4 Facilitate innovative and sustainable preservation and use of built heritage.

### FINANCIAL AND RISK MANAGEMENT CONSIDERATIONS

Financial and risk management considerations are being made within budget constraints.

8.4

#### COMMUNITY ASSISTANCE SCHEME 2019/20 BUDGET

B7384

MOVED Cr Schilling that the Community Assistance Scheme Committee submits a budget request for consideration in the 2019/20 Budget for the Community Assistance Scheme as follows:

- Community Grants/Youth Grants	\$26,000 (excl GST)
- Heritage Grants	\$10,500 (excl GST)
- Advertising	\$ 300 (excl GST)

Seconded Cr Wiese-Smith

CARRIED

### PURPOSE

To formulate a Community Assistance Scheme Budget request for the 2019/20 financial year for inclusion in Council's 2019/20 budget considerations.

### REPORT

#### Introduction

Clause 2.4 of the Community Assistance Scheme Committee Terms of Reference requires the CASC to prepare an annual submission to Council for the allocation of funds towards the Community Assistance Scheme.

#### Discussion

Budget requests for the 2019/20 financial year are required to be submitted to Finance by early February 2019. The first CASC meeting in 2019 is on 6 March which is after the cut-off date for submissions.

For Members' information, below is a summary of the funding which has been granted over recent years:

	Youth Grants	Community Grants	Heritage Grants	TOTAL
2012/13	\$3,200 (14)	\$13,368 ( 7)	\$ 8,750 ( 7)	\$25,318
2013/14	\$3,450 (15)	\$17,480 ( 9)	\$ 9,000 ( 6)	\$29,930
2014/15	\$6,450 (30)	\$12,350 ( 8)	\$ 9,300 ( 5)	\$28,100
2015/16	\$5,400 (27)	\$26,269 (13)	\$ 8,132 ( 5)	\$39,801
2016/17	\$5,300 (26)	\$19,000 ( 8)	\$ 8,592 ( 7)	\$32,892
2017/18	\$6,550 (32)	\$21,690 ( 9)	\$ 6,500 ( 7)	\$34,740
Average	\$ 5,058	\$ 18,359	\$ 8,379	\$31,796

## NOT CONFIRMED

2018 to date (ie half year):

Youth Grants (18): \$3,800 (approved)

Community Grants (4): \$9,000 (if current application approved)

Two rounds of funding remain for this financial year (March and June 2019).

The Manager, Development Services has advised that the 2019/20 Budget for Heritage Grants requires no change to the amounts approved for the 2018/19 Budget.

### ATTACHMENTS OR OTHER SUPPORTING REFERENCES

Attachments

Nil

Policy

Community Assistance Scheme Terms of Reference

### COMMUNITY PLAN / CORPORATE PLAN / LEGISLATIVE REQUIREMENTS

Community Plan



Natural Environment and Built Heritage



Community and Culture



Infrastructure



Health and Wellbeing



Business and Employment

Corporate Plan

- 1.4 Facilitate innovative and sustainable preservation and use of built heritage.
- 2.6 Provide, promote and support community arts and cultural events, programs, attractions and services.
- 2.9 Collaborate, initiate, develop and/or support activities and facilities for youth in our community.
- 5.4 Participate in initiatives, or advocate for, investment in creative industries and cultural tourism.
- 6.4 Ensure that decisions regarding expenditure of Council's budget are based on an assessment of whole of life costs, risks associated with the activity and advice contained within supporting plans.

Legislative Requirements

Nil

### FINANCIAL, RESOURCE AND RISK MANAGEMENT CONSIDERATIONS

Financial

The adopted Budget for the Community Grants and Youth Grants for 2018/19 was \$25,500 (excl GST) and \$10,100 for Heritage Grants.

Community Assistance Scheme Budget for 2019/20 to be considered by the CASC and a request submitted to Finance for inclusion in the 2019/20 Draft Budget.

### COMMUNITY CONSULTATION

Community Consultation will be part of the budget adoption process in June 2019, as per legislation.

## 9. OTHER BUSINESS

### 9.1 Incomplete Community Grant Application – Lions Club of Angaston

Ms Randall advised that an incomplete Community Grant Application was received at the end of August 2018 from the Lions Club of Angaston, seeking funding for Park-Fit equipment at the Angas Recreation Park. Officers

## NOT CONFIRMED

requested further required information in September and October, with no response from the Club until 3 December 2018. The new information will be reviewed and the Lions Club responded to. The Application will be presented to the next CASC meeting scheduled for 6 March 2019.

### 9.2 National and State Heritage Grants

Mr Hosking advised that National Heritage grants are currently available to various entities.

### 10. NEXT MEETING

Wednesday 6 March 2019 commencing at 5.30pm.

### 11. CLOSE

Cr Angas declared the meeting closed at 9.55am.

Confirmed at Community Assistance Scheme Committee Meeting 6 March 2019

Date:.....

Chair:.....

COUNCIL

CORPORATE AND COMMUNITY SERVICES

MANAGER'S REPORT

18 DECEMBER 2018

7.3.2 DEBATE AGENDA – MANAGER COMMUNITY PROJECTS

7.3.2.2

DOG PARKS – NORTHERN AND SOUTHERN LOCATIONS

B7915

PURPOSE

To provide updated suggestions for locations identified for northern and southern dog parks and cost estimates.

RECOMMENDATION

That Council:

- (1) Approve the Northern Dog Park location of Penrice Road, Nuriootpa, opposite the Nuriootpa High School oval.
- (2) Approve the Southern Dog Park location of Williamstown Queen Victoria Jubilee Park, adjacent but separate to the existing playground.
- (3) Require officers to accept the funding agreement from the Department of Planning, Transport and Infrastructure for \$100,000 (ex GST).
- (4) Require officers to complete a second quarter budget adjustment of \$10,940 (ex GST) for additional funds to complete the project.
- (5) Require officers to write to neighbouring properties to inform them of the approved dog park locations and invite feedback.
- (6) Require officers to implement the dog parks by the end of the 2018/19 financial year should no negative feedback from nearby residences be received. If negative feedback is received, bring a further report to a future Council meeting.

REPORT

Background

At its meeting on the 21 August 2018, Council resolved that:

**MOVED** Cr Lange that Council:

- (1) Receives and notes report 7.3.2.2 containing the outcome of community consultation on the benefits of Dog Parks in the Barossa Region.
- (2) Based on the level of responses received in support of a Dog Park in comparison to those not in support, requires officers to further engage with the key community stakeholders to determine preferred location, size, design and associated infrastructure (including costings) and return a report to a future Council meeting.
- (3) Requires Offices to develop a media release and email response to respondents where email addresses are provided outlining the outcome of the Dog Park Survey.

**Seconded** Cr Hurn

**CARRIED** 2014-18/1507

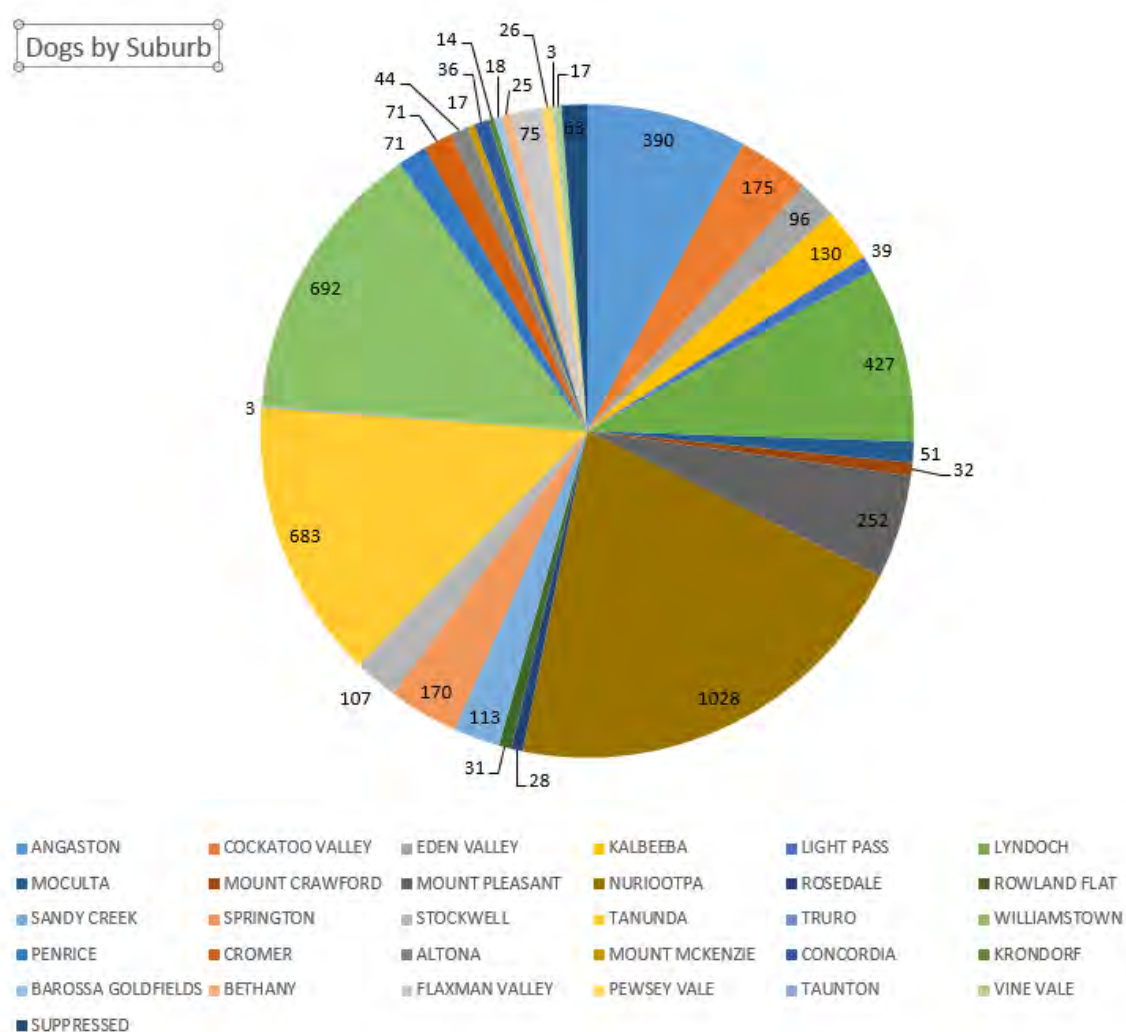


Officers have continued to work with interested community members to determine location preferences and design options and costs. Ideally the suitable location characteristics include proximity to water, some natural shade and not too close to residences. Community members, through the survey and involved in the working group, have indicated that they will be satisfied with a simple implementation including a fenced area, bins, gates and access to water. The size of the fenced area has been determined by the available budget and can be adjusted by modifying the linear meterage of the fence installed.

The Dog and Cat Management Board – *Unleashed, A Guide to Successful Dog Parks* has been used to inform the process, design and minimum requirements.

### Discussion

Locations for dog parks have been developed with interested community members, using number of dog registrations in townships and by visiting the sites. Dog registration numbers for each township are:



### Northern Dog Park

Officers have met with interested northern community members to discuss various options of locations. The preference is for an installation on Penrice Road, Nuriootpa, opposite the Barossa Tourist Park and Nuriootpa High School (approximately 3,000m<sup>2</sup>). The Map at Attachment 1 provides an aerial view of the location and the components of the installation requested.

### Southern Dog Park

Officers have had email correspondence with interested southern community members to discuss various options of locations. The locations identified include Victoria Terrace and South Terrace corner, Williamstown, also known as Doug Lane Reserve (approximately 3,000m<sup>2</sup>) or along Yettie Road at Grigg Reserve (approximately 1,400m<sup>2</sup>).

The Grigg Reserve site is not large enough for an appropriate sized dog park and is not a recommended location.

With regard to the Doug Lane Reserve, officers are aware that there has been community discussion regarding the bridge crossing along Victoria Terrace and the request for safe footpath access. There is a potential that as this bridge is close to the proposed dog park location, the two items could be linked and additional requests to improve the pedestrian bridge crossing increase. There is no formal parking available at this site. The land on this corner at South Terrace is also both Council controlled and Department of Planning, Transport and Infrastructure controlled road reserve which may add complexity to gaining approval for this use.

Internal discussions have also resulted in a further location at the Williamstown Queen Victoria Jubilee Park being identified. The benefits of this location are the proximity to toilets, water and other recreational infrastructure. Due to the location not being close to any residences, this is the preferred location. The fenced dog park area would be kept separate to the playground also at this location.

The Map at Attachment 2 provides an aerial view of the locations and the components of the installation requested.

Indicative costs are as follows:

Item	Indicative Cost (inc GST) per dog park
Fencing (indicative 340m x 1.8m high black chainmesh with top and bottom rails)	\$29,920
Water Meter	\$3,000
Water Run	\$2,200
Drinking Fountain + installation	\$3,500
Double Gates x 2 (self-closing child proof locks)	\$2,750
Concrete pad to protect entranceways	\$5,500
Vehicle access gate (for mowing contractor access)	\$1,100
Bin + installation	\$3,000
Signage	\$2,000
Contingency	\$2,500
Indicative total cost per Dog Park	\$55,470

The ongoing maintenance, waste collection, mowing and weed control, servicing of water fountain, renewal and replacement, inspections, potential fence repair and potential for increased complaint handling and compliance matters is not currently budgeted and is estimated at \$5,000 per annum for both dog parks. Should Council approve the locations and accept the funding and costs, this amount will be added to the Parks and Gardens annual budget.

A draft funding agreement (Attachment 3) has been received from the Department of Planning, Transport and Infrastructure for \$100,000 (ex GST), specifically for two dog parks, one in the north and one in the south of the Barossa. An additional amount of \$10,940 (ex GST) will be required to complete the installation of the two dog parks.

### Conclusion

Officers and community members that have been involved in the project recommend that Penrice Road, Nuriootpa and Williamstown Queen Victoria Jubilee Park are the two best locations. Initial quotes to install two dog parks with modest inclusions totals \$110,940. The Department of Planning, Transport and Infrastructure has provided a grant of \$100,000 for the two parks. An additional amount of \$10,940 is required to complete the installation and \$5,000 per annum applied to the base Parks and Gardens budget to fund ongoing maintenance and officer time.

### ATTACHMENTS OR OTHER SUPPORTING REFERENCES

Attachment 1 – Indicative Site Map, Nuriootpa Dog Park 18/85834

Attachment 2 – Indicative Site Maps, South Terrace, Williamstown 18/85837; Yettie Road, Williamstown 18/85836 and Williamstown Queen Victoria Jubilee Park Dog Park 18/86999

Attachment 3 – Draft Funding Agreement 18/85484

Attachment 4 – Risk Assessment 18/85776

### COMMUNITY PLAN / CORPORATE PLAN / LEGISLATIVE REQUIREMENTS

#### Community Plan



Community and Culture



Infrastructure



Health and Wellbeing



How We Work – Good Governance

#### Legislative Requirements

Local Government Act 1999

### FINANCIAL, RESOURCE AND RISK MANAGEMENT CONSIDERATIONS

#### Financial

The Department of Planning, Transport and Infrastructure has provided funding of \$100,000 to establish a northern and southern dog park. The indicative costs for the design and inclusions required by the community is likely to total more and therefore should the project continue with current location and design, a budget adjustment of \$10,940 will be required. Also, it is noted that the cost of current service levels in respect of Council's Dog and Cat Management legislated activities is not fully funded from registration revenue and provision and maintenance of additional services will necessitate ongoing operational expenditure of an additional \$5,000 per annum. This will be included in the base Parks and Gardens budget for 2019/20.

#### Resource

Officer resources required will include, Manager Community Projects, Manager Regulatory Services, Coordinator Facilities Management, Coordinator Operations, Customer Support Staff and Depot Staff.

#### Risk Management

A risk assessment (*Attachment 4*) has been completed as part of the project.

### COMMUNITY CONSULTATION

Officers implemented in full the Community Consultation Plan as previously reported to Council at the 21 August 2018 meeting. This matter does not require Development Approval or formal public notification; however now that locations have been recommended, it is intended that officers write to neighbouring property owners to notify and invite feedback.



## Potential Northern Dog Park location



Notes	Disclaimer
Penrice Road, Nuriootpa	This map is a representation of the information currently held by The Barossa Council. While every effort has been made to ensure the accuracy of the product, Council accepts no responsibility for any errors or omissions. Any feedback on omissions or errors would be appreciated.



## Potential Southern Dog Park Location



Notes	Disclaimer
Victoria and South Terrace, Williamstown	This map is a representation of the information currently held by The Barossa Council. While every effort has been made to ensure the accuracy of the product, Council accepts no responsibility for any errors or omissions. Any feedback on omissions or errors would be appreciated.



## Potential Southern Dog Park Location



Notes	Disclaimer
Yettie Road, Williamstown	This map is a representation of the information currently held by The Barossa Council. While every effort has been made to ensure the accuracy of the product, Council accepts no responsibility for any errors or omissions. Any feedback on omissions or errors would be appreciated.



## Potential Southern Dog Park Location



Notes	Disclaimer
Williamstown Queen Victoria Jubilee Park	This map is a representation of the information currently held by The Barossa Council. While every effort has been made to ensure the accuracy of the product, Council accepts no responsibility for any errors or omissions. Any feedback on omissions or errors would be appreciated.

**DATED** \_\_\_\_\_ **DAY OF** \_\_\_\_\_ **2018**

**GRANT FUNDING AGREEMENT**

**BETWEEN**

**MINISTER FOR PLANNING**

**("Minister")**

**-AND-**

**The Council named and described in Item 1 of the Schedule**

**("Council")**

*Barossa Council – North and South Dog Parks*

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### **SCHEDULE**

**ANNEXURE A - PROJECT TARGET TABLE**

**ANNEXURE B - MANNER OF PAYMENT**

**ANNEXURE C – FINAL REPORT**



**THIS AGREEMENT** is made the                      day of                      2018

**BETWEEN:**

**MINISTER FOR PLANNING** a body corporate under the *Administrative Arrangements Act 1994* of Level 11, 45 Pirie Street, Adelaide, South Australia 5000 (“**Minister**”)

**AND**

The Council named and described in Item 1 of the Schedule (the “**Council**”).

**BACKGROUND**

- A. The Minister through the Department of Planning, Transport and Infrastructure has agreed to pay to the Council the Grant for the purpose of the Project on the following terms and conditions set out in this Agreement.
- B. The purpose of the Project is for the Council to establish two dog parks in the north and south of the Barossa.

**1. DEFINITIONS AND INTERPRETATION**

**1.1 Definitions**

In this Agreement unless the contrary intention appears:

- 1.1.1 “**ANTS GST Act**” means the *A New Tax System (Goods and Services Tax) Act 1999 (Cth)*;
- 1.1.2 “**Business Day**” means any day that is not a Saturday, Sunday or public holiday in South Australia;
- 1.1.3 “**Commencement Date**” means the date specified in Item 2 of the Schedule;
- 1.1.4 “**Completion Date**” means the date specified in Item 3 of the Schedule;
- 1.1.5 “**Council’s Representative**” means the representative of the Council specified in Item 7 of the Schedule;
- 1.1.6 “**Agreement**” means this Funding Agreement between the parties and includes the Schedule;
- 1.1.7 “**Fund**” means the Council’s open space trust fund established under section 50 subsection 10 of the *Development Act 1993*

- 1.1.8 **“Grant”** means the amount specified in Item 5 of the Schedule, which is exclusive of GST;
- 1.1.9 **“Grant Account”** means the Fund or other interest bearing account in the name of the Council;
- 1.1.10 **“GST”** means the tax imposed by the GST Law;
- 1.1.11 **“GST Law”** has the meaning attributed in the ANTS GST Act;
- 1.1.12 **“Intellectual Property Rights”** means any patent, copyright, trademark, tradename, design, trade secret, know how or other form of confidential information, or any right to registration of such rights and any other form of intellectual property right whether arising before or after the execution of this Agreement;
- 1.1.13 **“Minister”** means the Minister for Planning;
- 1.1.14 **“The Department of Planning, Transport and Infrastructure’s Representative”** means the representative of the Department of Planning, Transport and Infrastructure specified in Item 7 of the Schedule;
- 1.1.15 **“Project”** means the project described briefly in Item 4 of the Schedule and in detail in Annexure A;
- 1.1.16 **“Repayment Amount”** means:
- (a) all unspent amounts paid by the Minister to the Council under this Agreement up to the Repayment Date; and
  - (b) interest on each of those amounts (or so much of it as remains unpaid for the time being) calculated at the common Public Sector Interest Rate applicable over the relevant period, from the date or dates on which the Minister pays the Grant to the Council, to the date on which the amount is paid in full;
- 1.1.17 **“Repayment Date”** means the date upon which the Minister demands payment of the Repayment Amount from the Council;
- 1.1.18 **“Repayment Events”**
- The occurrence of any of the following events are Repayment Events:
- (a) if the Council breaches any of its warranties or undertakings under this Agreement; or
  - (b) any of its obligations under this Agreement and has not rectified such breach within the time frame specified in a

notice given in writing by the Minister to the Council requiring rectification of the breach;

- (c) if the Council breaches its undertaking to commit its own funds to the Project in the amount specified in Item 5 of the Schedule.

1.1.19 “**State**” means the State of South Australia;

1.1.20 “**Tax Invoice**” has the meaning attributed in the GST Law;

1.1.21 “**Taxable Supply**” has the meaning attributed to that expression in the GST Law;

1.1.22 “**Term**” means the period commencing on the Commencement Date and expiring on the Completion Date; and

1.1.23 “**Termination Date**” means the earlier of the following:

- (a) the Completion Date; or
- (b) if the Minister terminates this Agreement pursuant to clause 6.1, the date on which notice of such termination is given to the Council.

## **1.2 Interpretation**

In this Agreement unless the contrary intention appears:

1.2.1 any word importing the plural includes the singular and vice versa;

1.2.2 any word importing a gender includes all other genders;

1.2.3 a reference to a person includes a corporation;

1.2.4 headings do not affect the interpretation or construction; and

1.2.5 a reference to a clause, Schedule or Item in a Schedule is a reference to a clause, Schedule or Item in a Schedule of this Agreement.

## **1.3 Background Information**

The parties acknowledge and agree that the Background is true and correct in every particular, and shall be read with and form part of this Agreement.

## **2. GRANT**

2.1 The Minister will make the Grant to the Council and the Council must apply the Grant for the purposes of the Project.

2.2 The Minister's obligation to make the Grant is subject to the provisions of this Agreement.

- 2.3 The Minister shall not be obliged to make the Grant unless and until all authorisations, approvals, consents, licenses, exemptions, registrations and other requirements which are necessary for the undertaking of the Project have been obtained by or satisfied by the Council.
- 2.4 The Minister shall provide the Grant in the manner specified in Annexure B.

### **3. GST**

- 3.1 The parties acknowledge that compliance with obligations or the grant of rights under this Agreement by the Council is a Taxable Supply and the Council is liable to pay GST on this Taxable Supply.
- 3.2 The Minister will pay in addition to the Grant an amount ("GST payment") calculated by multiplying the Grant by the rate at which GST is levied at the time of this Agreement.
- 3.3 The Minister is not liable to pay the GST payment or any instalment of the GST payment unless the Council has delivered to the Minister a valid Tax Invoice under the GST Law, referable to the Grant and associated GST payment.

### **4. STEERING COMMITTEE**

The Council shall invite a representative of the Department of Planning, Transport and Infrastructure to participate in the steering (or other agreed project control mechanism) committee which shall be formed by the Council to control and manage the Project.

### **5. VARIATION TO SCOPE OF PROJECT**

- 5.1 The Council may at any time during the Term propose in writing to the Minister a variation in the scope of the Project and give details of any associated change in funding (i.e. budgetary) requirements.
- 5.2 The Minister may in his/her absolute discretion accept or reject the proposed variation and agree or refuse to increase the amount of the Grant to cover any related increase in funding requirements.
- 5.3 If the Minister accepts the Council's proposal to vary the scope of the Project and any associated request for additional funding:

- 5.3.1 the Council will carry out the Project as varied;
- 5.3.2 the Minister will provide the additional funding requested; and
- 5.3.3 the terms and conditions of this Agreement will apply to the Project as varied.

## **6. REPAYMENT**

- 6.1 If a Repayment Event occurs, the Minister may immediately terminate this Agreement by notice in writing given to the Council then any obligation of the Minister to make any further payment to the Council shall cease and the Council may, in the Minister's absolute discretion, be required to pay the Repayment Amount to the Minister.
- 6.2 The Council enters into the obligation to pay the Repayment Amount pursuant to this clause 6 with the intention that it is a legally binding, valid and enforceable contractual provision against the Council.
- 6.3 The parties intend to exclude, to the extent permissible, the application and operation of any legal rule or norm, whether statutory or common law, relating to:
  - 6.3.1 the characterisation as penalties of liquidated amounts payable under a contract on a breach occurring; or
  - 6.3.2 the enforceability or revocability of such liquidated amounts.
- 6.4 Nothing in this clause prevents the Minister from recovering from the Council any other amount to which the Minister is or becomes entitled under this Agreement.
- 6.5 If at the Completion Date, or the date of any earlier termination of this Agreement, any part of the Grant or interest earned thereon remains in the Council's Grant Account pursuant to this Agreement the Council must immediately repay this amount to the Minister.

## **7. COUNCIL'S WARRANTIES AND UNDERTAKINGS**

- 7.1 The Council undertakes to the Minister:-
  - 7.1.1 that except with the prior consent in writing of the Minister, it will not use the Grant for purposes other than the Project;
  - 7.1.2 that at the Commencement Date no Repayment Event has occurred or is occurring;



- 7.1.3 that it will inform him/her in writing immediately on the Council becoming aware of or when the Council ought reasonably to have become aware of the happening of a Repayment Event;
- 7.1.4 that it will comply with Treasurer's Instruction 15 which can be accessed online at:  
[http://www.treasury.sa.gov.au/data/assets/pdf\\_file/0014/322/7/TI-15-Grant-Funding-Jan-2015.pdf](http://www.treasury.sa.gov.au/data/assets/pdf_file/0014/322/7/TI-15-Grant-Funding-Jan-2015.pdf)
- 7.1.5 that it will keep separate accounts and financial records in relation to the Grant to which this Agreement relates;
- 7.1.6 that it will provide the Minister with those reports specified in Item 6 of the Schedule and such other information as the Minister may reasonably require to enable him/her to monitor the Council's performance of its undertakings and obligations under this Agreement;
- 7.1.7 that all records and other documentation required to be kept by the Council under this Agreement and under any other legislation or statutory instrument will upon the giving of fourteen (14) days notice be available to the Minister for inspection at Adelaide at all times during normal business hours;
- 7.2 The Council must commence undertaking the Project within thirty (30) Business Days of the Commencement Date and must complete the Project by not later than the Completion Date.
- 7.3 The Council acknowledges that the warranties and undertakings made in this clause 7 have induced the Minister to agree to make the Grant to which this Agreement relates.
- 7.4 The Council must disclose to the Minister the source and amount of any funding or financial assistance apart from the Grant that it has or does receive for the purpose of the Project.

## **8. INSURANCE**

The Council warrants that it is a member of the Local Government Association Mutual Liability Scheme ("Scheme") and is bound by the rules of the Scheme pursuant to section 34(a) of the *Local Government Act* and in the event that the Council ceases to be a member of the Scheme it will forthwith

pursuant to section 166(a) of the *Local Government Act*, effect public liability insurance to a minimum level of cover of \$50,000,000.00.

**9. INTELLECTUAL PROPERTY RIGHTS**

- 9.1 The Council warrants that in undertaking the Project the Council is not infringing the Intellectual Property Rights of any person.
- 9.2 The Council shall indemnify and shall keep the Minister and the Crown in right of the State indemnified from and against all costs, expenses and liabilities whatsoever arising out of or in connection with any claim that in undertaking the Project the Council infringes the Intellectual Property Rights of any person.

**10. AUTHORISATION AND APPROVALS**

- 10.1 The Minister may authorise any person whom he/she selects to exercise any of his/her powers or rights under this Agreement and may vary or revoke an authorisation at will.
- 10.2 The Minister may conditionally or unconditionally give or withhold his/her approval or consent in his/her absolute discretion unless this Agreement expressly provides otherwise.

**11. PUBLICITY**

- 11.1 The Council must ensure that any media release or publicity material issued by the Council in relation to the Project or the Grant acknowledges the contribution made by the Minister.
- 11.2 The Council shall consult the Department of Planning, Transport and Infrastructure before initiating any publicity, such as an official opening or similar ceremony and the content of any signage or other written publication must acknowledge the contribution of the Department of Planning, Transport and Infrastructure in the manner specified by the Minister.

**12. GENERAL**

**12.1 No Assignment by the Council**

The Council's rights and obligations under this Agreement are not assignable.

12.2 **Entire Agreement**

This Agreement contains the entire agreement between the parties with respect to its subject matter and it supersedes any prior agreement or understanding of the parties on the subject matter.

12.3 **Governing Law**

12.3.1 This Agreement is governed by the laws in the State.

12.3.2 The courts of the State have exclusive jurisdiction in connection with this Agreement.

12.4 **No Waivers by the Minister**

The Minister waives a right under this Agreement only by written notice to that effect. Nothing else done or omitted to be done by the Minister in relation to the Minister's rights under this Agreement will have the effect of a waiver.

12.5 **Modification**

12.5.1 It is acknowledged by the parties that the terms and conditions of this Agreement may by agreement of the parties be modified.

12.5.2 Any modification of this Agreement must be in writing and signed by each party.

12.6 **Severability**

If any part of this Agreement is or becomes void or unenforceable or if this Agreement would, if any part were not omitted, be or become void or unenforceable then: –

12.6.1 that part will be severable without affecting the remainder of this Agreement and this Agreement will then be read as if that part were not contained in it; and

12.6.2 the parties will attempt to renegotiate that part in good faith.

12.7 **Costs**

Each party will bear its own costs of and incidental to the negotiation, preparation and execution of this Agreement.

12.8 **No Mutual Liability**

Nothing in this Agreement constitutes a partnership, joint venture or association of any kind between the Council and the Minister or renders them liable for the debts or liabilities incurred by each other.

12.9 **Notice**

12.9.1 Notice must be in writing and signed either by the party or by the agent of that party.

12.9.2 Notice can be given to a party: –

- (a) personally;
- (b) by pre-paid post to the recipient's address set out in this Agreement, in which case the notice is deemed to be received at the time at which it would be delivered in the ordinary course of the post;
- (c) as permitted by the Corporations Law or any other statute or regulation.

12.9.3 The addresses and numbers for service are: –

**The Minister**

(The Department of Planning, Transport and Infrastructure)  
50 Flinders Street  
Adelaide SA 5000

**The Council**

To the Council at the address or number specified in Item 1 of the Schedule.

12.9.4 A party may from time to time change its address or number for service by notice to the other party.

**12.10 Rectification of Defects in the Agreement**

If any provision of this Agreement is, or becomes defective, and the Minister consequently is unable to enforce any of the Council's obligations under this Agreement, and the defect is capable of remedy, the Council must do all things and sign all documents which the Minister may reasonably require the Council to do or sign to remedy the defect.

**12.11 Comply with Laws**

12.11.1 When carrying out any activity in connection with the Project, the Council must comply with all applicable laws relating to that activity, including (but not limited to) laws requiring the obtaining of approvals, consents, licences and registrations.

12.11.2 Where the Council becomes aware of any breach by it of any law or laws in force in the State which breach arises out of or occurs or in respect of any activity carried out by the Council

in connection with its use of the Grant, the Council must forthwith notify The Department of Planning, Transport and Infrastructure's Representative in writing of the occurrence of that breach and as to the particulars of that breach.

12.12 **Auditor-General**

Nothing in this Agreement derogates from the powers of the Auditor-General under the *Public Finance and Audit Act 1987 (South Australia)*.

12.13 **Time is of the Essence**

Time is of the essence in respect of any time, date or period specified either in this Agreement or in any notice served under this Agreement.



**EXECUTED AS AN AGREEMENT**

**SIGNED** by ..... )  
for and on behalf of the **MINISTER FOR** ..... )  
**PLANNING** ..... )  
as its duly authorised delegate in the presence of: ..... )

.....

Witness  
(Print Name: ..... )

**SIGNED** by ..... )  
for and on behalf of ..... ) .....

..... )  
being a person duly authorised in that regard ..... )  
in the presence of: ..... )

..... .

Witness  
(Print Name: ..... )

## **SCHEDULE**

### **Item 1**

#### **Council**

Barossa Council

PO Box 867

NURIOOTPA SA 5355

PH: (08) 8563 8444

### **Item 2**

#### **Commencement Date**

Upon execution of this Agreement or such other date as is mutually agreed in writing by the parties

### **Item 3**

#### **Completion Date**

31 May 2020

### **Item 4**

#### **Project**

North and South Dog Parks

### **Item 5**

#### **Total Amount of Grant**

The total amount of the Grant will not exceed 100% of the total cost of the Project listed in Annexure A, and in no circumstances will the total amount of the Grant exceed \$100,000.

The Minister has made this funding commitment in granting approval for the Project based on Council's undertaking that:

- the Council will pay \$0, being 0% of the total cost of the Project listed in Annexure A;

**Item 6**

**Reports**

1. The Council must provide the Department of Planning, Transport and Infrastructure's Representative with the following reports:
  - a. such reports as the Minister may by notification in writing require from time to time;
  - b. a report no later than 30 Business Days following the Completion Date.
2. The reports must contain:
  - a. in relation to the report referred to in 1(a), such material or information as the Minister may specify in the written notice given to the Council requiring provision of that report; and
  - b. in relation to the report referred to in 1(b), a signed Final Report as specified in Annexure C.
3. At the request of the Department of Planning, Transport and Infrastructure's representative, Council may be required to provide a report on the expenditure of the Grant including evidence of actual expenses incurred in relation to the project. At the Minister's option that report may be referred to an independent external auditor.

**Item 7**

**The Department of Planning, Transport and Infrastructure's Representative**

Matthew Lang

**Council's Representative**

.....

**ANNEXURE A**  
**PROJECT TARGET TABLE**

ACTIVITY	TARGET OUTCOMES	COST P&D FUND	COST COUNCIL	COST TOTAL
Two dog parks	Establish two dog parks in the north and south of the Barossa	\$100,000	\$0	\$100,000
<b>TOTAL</b>		<b>\$100,000</b>	<b>\$0</b>	<b>\$100,000</b>

## **ANNEXURE B**

### **MANNER OF PAYMENT**

#### **Manner of Payment of Grant**

##### ***Upfront Payment***

The Grant shall be paid on receipt of:

- A signed Funding Agreement, which is to the satisfaction of the Department of Planning, Transport and Infrastructure; and
- A tax invoice in accordance with the GST Act for the amount of the Grant.

Following receipt of the Grant, the Council must:

- pay the Grant into the Grant Account;
- apply the grant solely towards the Project specified in Annexure A;
- retain in the Grant Account all interest earned on the Grant and apply this money solely towards the Project specified in Annexure A;
- provide a Final Report on completion of the Project as specified in Item 6 of the Schedule.



### **ANNEXURE C – FINAL REPORT**

#### **PLANNING AND DEVELOPMENT FUND 2018**

**Council:** Barossa Council

**Project:** North and South Dog Parks

TOTAL PLANNING AND DEVELOPMENT FUND CONTRIBUTION	\$100,000
Council contribution	\$
Contributions from other sources* (please specify)	\$
<b>TOTAL PROJECT FUNDING</b>	<b>\$</b>
<b>TOTAL PROJECT EXPENDITURE</b>	<b>\$</b>

\* Including interest accrued (see Annexure B).

#### **Certification**

I hereby certify in accordance with the conditions under which this Grant was accepted that:

- The expenditure shown in this report and any attachments have been incurred.
- The expenditure relates solely to the work covered by the Grant.
- The rates, computations and costs shown in this Report are correct.
- None of the payments or any part thereof has been included on any previous Report.
- None of the payments or any part thereof has been sought from, or paid by any funding source other than those listed on this Report or attached table.

#### **Project Manager**

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Name

\_\_\_\_\_  
Date

#### **Chief Executive Officer**

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Name

\_\_\_\_\_  
Date



THE BAROSSA COUNCIL

CORPORATE RISK ASSESSMENT FORM

Policy Link:	<a href="#">Risk Management Policy</a>		
Form Owner:	Manager OD/Risk	Previous Approval Date(s):	
Document Control Officer:	Risk Advisor	Current Approval Date:	17/11/2015
HPE Content Manager Reference:		Next Review Date:	17/11/2019

1. Details

Name Task/Project/Function being assessed	DOG PARKS
---	-----------

2. Risk Assessment Development/Review Team

Name	Position	Signature	Date
Rebecca Tappert	Manager Community Projects		
Jamie Turley	Manager Regulatory Services		
Donna Gray	Coordinator Operations		

Next Review Date for this Corporate Risk Assessment (4 years)	
---	--

3. Assessment Grid

In accordance with The Barossa Council's Risk Management Policy																
Ref	Risk	Risk Identification (Describe the issue in detail)	What existing controls are in place now	Level of Consequence	Level of Likelihood	Level of Risk	Target -  This measure relates to the appetite for risk	Treatment Option(s) –  Describe additional control(s) required to reduce the risk	Person(s) Responsible	Date the control(s) to be implemented	When will the control(s) be reviewed –  To determine Residual Risk	Residual Level of Consequence	Residual Level of Likelihood	Residual Level of Risk	The Risk -  Accept? Reduce? Substitute? Eliminate?	Risk Owner –  Ultimate person who is accountable for risk
1.	Insufficient funding to implement desired infrastructure	Quotes and agreed scope not matching community desire for level of service	Working group has agreed on inclusions and location.  Report to Council for endorsement  Request for additional \$6,940 to implement community requested inclusions.	C1	L4	L	L								Accept	Council

							In accordance with The Barossa Council's Risk Management Policy									
Ref	Risk	Risk Identification (Describe the issue in detail)	What existing controls are in place now	Level of Consequence	Level of Likelihood	Level of Risk	Target -  This measure relates to the appetite for risk	Treatment Option(s) –  Describe additional control(s) required to reduce the risk	Person(s) Responsible	Date the control(s) to be implemented	When will the control(s) be reviewed –  To determine Residual Risk	Residual Level of Consequence	Residual Level of Likelihood	Residual Level of Risk	The Risk -  Accept? Reduce? Substitute? Eliminate?	Risk Owner –  Ultimate person who is accountable for risk
2.	Increased requirement to respond to regulatory and compliance dog matters and potential complaint handling	Dog behaviour  Dog attack														
3.	Increased maintenance requirements	Ongoing maintenance, waste collection, mowing and weed control, servicing of water fountain, renewal and replacement, inspections, potential fence repair/replacement	Clear understanding of what will be increased and communication to all project stakeholders	C1	L1	M	L	Increased budget to resources to manage increased maintenance	Depot	At implementation	Annual budget review	C1	L3	L	Reduce	Council
4.	Irresponsible owners that do not pick up and dispose of dog faeces appropriately	Public complaints – possible odour and aesthetics of the public space	Not Applicable	C3	L3	M	L	Signage, notification to park users	Refer Item 1.	During establishment/construction		C1	L3	L		
5.																
6.																
7.																
8.																

In accordance with The Barossa Council's Risk Management Policy																
Ref	Risk	Risk Identification (Describe the issue in detail)	What existing controls are in place now	Level of Consequence	Level of Likelihood	Level of Risk	Target -  This measure relates to the appetite for risk	Treatment Option(s) –  Describe additional control(s) required to reduce the risk	Person(s) Responsible	Date the control(s) to be implemented	When will the control(s) be reviewed –  To determine Residual Risk	Residual Level of Consequence	Residual Level of Likelihood	Residual Level of Risk	The Risk - Accept? Reduce? Substitute? Eliminate?	Risk Owner –  Ultimate person who is accountable for risk
9.																
10.																
11.																
12.																
13.																
14.																
15.																

4. Business Continuity Management Consequences

Do these risks have Business Continuity Management consequences?	<input checked="" type="checkbox"/> No <input type="checkbox"/> Yes – If Yes, description of BCM consequences
--	--

6. Consequence or impact Table / Risk Matrix

[Risk Matrix, Likelihood and Consequence Descriptors - 18/42058\\*](#)

7. Target – Council's Risk Appetite and Tolerance Statements

[CLICK HERE for Risk Management Policy - TBCPOC3100 - 13/47307\[v1\]](#)

Financial	There is a low tolerance for decisions that have a significant negative impact on Council's financial operations. Residual levels must be rated low or if the residual Risk is rated higher than 'low' then there must be ample monitored controls in place to reduce the Risk to a level where it is an "accepted" Risk.
Legal and Regulatory	There is no tolerance for non-compliance with legal, professional and regulatory requirements. Residual levels must be rated low or if the residual Risk is rated higher than "low" then there must be ample monitored controls in place to reduce the Risk to a level where it is an "accepted" Risk.
Human Resources	There is no tolerance for compromising staff safety and welfare. Residual levels must be rated low or if the residual Risk is rated higher than "low" then there must be ample monitored controls in place to reduce the Risk to a level where it is an "accepted" Risk. We have a low tolerance for Risks arising from inadequately trained staff or failed internal processes. Residual levels must be rated moderate or lower.
Operational	We have a low tolerance for system failures or information and data Security breaches. Residual levels must be rated moderate or lower. We have a medium tolerance in terms of the operational Risk associated with the implementation of change and key strategic plans. Residual levels can be rated moderate or high. We have no tolerance for internal fraud, collusion, theft and associated reputational Risk. Residual levels must be rated low. We have a low tolerance for operational Risks arising from failure to meet customer commitments and/or suitability of advice. Residual levels must be rated moderate or lower. We have a low tolerance for third party partner (contractors) failure. Residual levels must be rated moderate or lower. There is considerable Appetite for improvements to service delivery residual levels can be rated high. There is considerable Appetite for improved efficiency of Council operations. Residual levels can be rated high.
Environmental	There is considerable Appetite for decisions that promote ecologically sustainable development. Residual levels can be rated high. We have a moderate tolerance for decisions that will cause minor consequence or environmental nuisance. We have a low tolerance for decisions that will cause material or serious environmental harm. We have no tolerance for decisions that will cause high-level serious environmental harm.
Public Relations	There is no tolerance for compromising public relations. Residual levels must be rated low. We have a low tolerance for Risks arising from public incidents. Residual levels must be rated moderate or lower.

8. Internal Office Use

Has all identified risks been entered into/updated in Organisational Risk Register?	<input type="checkbox"/> Yes <input type="checkbox"/> No	Risk Register ID(s):
Has this Corporate Risk Assessment been entered into Incident Register?	<input type="checkbox"/> Yes <input type="checkbox"/> No	Incident Register ID:
Has all identified treatment option(s) been entered into CAPA Register?	<input type="checkbox"/> Yes <input type="checkbox"/> No	CAPA Register ID(s):



COUNCIL

CORPORATE AND COMMUNITY SERVICES

MANAGERS' REPORTS

18 DECEMBER 2018

7.3.2 DEBATE AGENDA – MANAGER COMMUNITY PROJECTS

7.3.2.3

ANGASTON RAILWAY STATION BUILDING RESTORATION WORKS

B8625

PURPOSE

To update Council on the tender process and pricing for the restoration of the Angaston Railway Station Building and to request approval for contingency funds.

RECOMMENDATION

That Council;

- (1) Note the status of the Angaston Railway Station Building Restoration Works.
- (2) Approve a contingency budget of 15% of the project cost totalling \$72,500 ex GST taking into account project budget surplus in addition to the current allocated budget.

REPORT

Background

The Angaston Railway Precinct upgrade project has been progressing. The Railway Station Building Restoration sub-project (including platform works) now has completed detailed design and construction documentation and the tender process has resulted in a preferred contractor for the restoration works.

Discussion

Four potential tenderers were selected, two local builders and two Adelaide based builders. Both local builders declined to submit tender responses. Two tenders were received by the closing time/date of 3:00 pm (Adelaide Time) 30 November 2018. A formal evaluation panel and process was conducted.

It is pleasing that the restoration works costing has come in below budget by \$56,271. However, as previously reported to Council, there is an element of uncertainty with a restoration project of this nature and the extent of provisions that will be required for latent conditions. For example, there is unknown level of damage in the roof and wall structures. For this reason, officers are recommending that Council consider applying a contingency budget of approximately 15% of the project budget, for an amount of \$101,603 ex GST. Taking into account the project budget surplus and funds already spent for planning and design costs, the additional amount being requested is \$72,500 ex GST. Should the full contingency be realised, the final cost will total approximately \$779,000 which is \$46,000 or 6% over budget.

Officers are continuing to look to offset the contingency cost with savings in the civil / platform works through alternative suppliers.

Under Council's Procurement Policy, the Chief Executive Officer has delegation to approve a tender up to the value of \$1,000,000 and will approve this tender once contract negotiations are concluded.

The Expression of Interest process for the future use of the station building once restored is still underway. As well as two community uses for meeting and display space, an initial expression was received for a commercial use incorporating a provedore, wine tasting and café space. A business case has been developed and just submitted to officers with assistance from the Angaston Community and Business Alliance.

Should a business venture not be successful, it is important that the site continue to be activated once the upgrade and restoration works are complete and officers will continue to monitor and report to Council as required.

The station restoration works are one package of the total site development works. The other package relates to the public open space elements of the site including the playground areas and the turntable. These elements are currently being designed and have not yet gone to tender. It is anticipated that those will go to the market early in 2019. That package of works will be in excess of \$1million and will come to Council in due course for determination of the tender.

#### Summary and Conclusion

The tender process for the restoration works of the Station Building has been completed. The quoted price has come in under budget; however officers recommend that Council considers a 15% contingency budget, with an additional budget amount totalling \$72,500 to achieve that.

#### ATTACHMENTS OR OTHER SUPPORTING REFERENCES

Attachment 1: Due Diligence Report – Angaston Railway Station Building Restoration 18/87056

#### COMMUNITY PLAN / CORPORATE PLAN / LEGISLATIVE REQUIREMENTS

##### Community Plan



Natural Environment and Built Heritage



Community and Culture



Infrastructure



Business and Employment



How We Work – Good Governance

##### Corporate Plan

2.1 Deliver sound community infrastructure and public space planning activities which incorporate place-making principles and take into account the future needs of the community.

##### Legislative Requirements

Local Government Act 1999

## FINANCIAL, RESOURCE AND RISK MANAGEMENT CONSIDERATIONS

### Financial Considerations

Should Council approve this recommendation, a budget adjustment will be completed to assign an additional \$72,500 ex GST to the capital budget for this project. The remaining cash funding required of \$72,500 ex GST will be funded from Council's cash and investments. As reported in the 2017/18 Report on Financial Results, cash funds are available from last year's operations and activities. Council's cash and investments position will be updated and reported to Council in financial statements with the Mid-year Review as at 31 December 2018.

A revised Due Diligence report is provided in Attachment 1.

## COMMUNITY CONSULTATION

The Angaston Railway Precinct Masterplan and report was subject to community consultation and endorsed by Council on 17 April 2017. No further consultation required under Council's Public Consultation Policy or Act.

# THE BAROSSA COUNCIL

## DUE DILIGENCE REPORT - LEVEL 2 - PROJECT FEASIBILITY STUDY (Sections A to E)



Related Policy/Process	TBCPOC4400 Budget & Business Plan and Review Policy	Document Number:	TBCFOR4411
Document Owner:	Director Corporate and Community Services	Last Revised Date:	New Form
Document Control:	Manager Financial Services	TRIM Reference:	14/36075
Date Approved:	19/11/2014	Next Review Date:	10/09/2018

### SECTION C (of A-E): 10 Year Funding Requirements & Financial Outcomes

Title of Proposal: Angaston Railway Station Building Resotration WExample data has been inserted

PROJECT YEARLY COST NET (GST Exclusive)		Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
SharePoint		2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25
NI - Income	Total Funding	733,621	-	-	-	-	-	-	-	-	-
NI - Capital	Total Capital	778,953	-	-	-	-	-	-	-	-	-
NI - Operating	Net Operating	-	3,100	3,157	2,965	3,024	3,084	3,145	2,957	3,021	3,085
	Project Annual Profit/(Loss)	(45,332)	3,100	3,157	2,965	3,024	3,084	3,145	2,957	3,021	3,085
	Project Cumulative - Profit/(Loss)	(45,332)	(42,232)	(39,075)	(36,110)	(33,085)	(30,001)	(26,856)	(23,899)	(20,878)	(17,793)

### SECTION C: 10 Year Funding Requirements & Financial Outcomes

How will the proposal be funded?

#### Funding

External Contribution/Grants											
Council Reserves											
Council Contribution	733,621										
Total	733,621	-	-	-	-	-	-	-	-	-	-

Is there a build or purchase cost for an asset?

#### Capital Expenditure

Building - restoration	371,212										
Platform	306,138										
Contingency - 15% project costs	101,603										
Total	778,953	-	-	-	-	-	-	-	-	-	-

All Operating Revenue and Expenses below are **additional** ie., a result of the new initiative (with GST excluded) and do not include previous normal level operations

Net Operating Result Profit/(Loss)	-	3,100	3,157	2,965	3,024	3,084	3,145	2,957	3,021	3,085
Total Operating Revenue	-	10,000	10,190	10,384	10,581	10,782	10,987	11,196	11,408	11,625
Total Operating Expenses	-	6,500	6,625	6,752	6,882	7,015	7,150	7,288	7,428	7,571
Total Maintenance Expenses	-	400	408	666	674	683	692	950	959	969

#### Operational

##### Operating Revenue

User Charges										
Lease Fee		10,000	10,190	10,384	10,581	10,782	10,987	11,196	11,408	11,625
Other Income										

##### Operating Expenses

Depreciation										
Energy - electricity		5,000	5,100	5,202	5,306	5,412	5,520	5,631	5,743	5,858
Materials Water		500	505	510	515	520	526	531	536	541
Insurance (Asset & liability)		1,000	1,020	1,040	1,061	1,082	1,104	1,126	1,149	1,172

##### Maintenance Expenses

Contractors										
-Plumbing repairs		200	204	208	212	216	221	225	230	234
-Electrical repairs		200	204	208	212	216	221	225	230	234
Other Costs				250	250	250	250	500	500	500

## COUNCIL

### WORKS AND ENGINEERING

#### DIRECTOR – WORKS AND ENGINEERING REPORT

18 DECEMBER 2018

#### 7.4.1 DEBATE AGENDA – **DIRECTOR'S REPORT**

##### 7.4.1.1

#### PROPOSED ROAD CLOSURE – BARONS OF BAROSSA – 2019 DECLARATION OF VINTAGE B7475

Author: Manager Engineering Services

#### **PURPOSE**

The Barons of Barossa have made application to Council requesting a road closure for the 2019 Declaration of Vintage Parade.

#### **RECOMMENDATION**

That the Commissioner of Police be advised that The Barossa Council endorses the closure of the following roads on Sunday 17 February 2019:

Murray Street, Tanunda between Young Street and the northern arch (approx. 50m north of Elizabeth Street), and

Bilyara Road, Tanunda for a distance of approximately 25m from Murray Street, and

Elizabeth Street, Tanunda for a distance of approximately 25m from Murray Street

from 11.00am up to 1.00 pm to stage the 2019 Barons of Barossa Declaration of Vintage event.

#### **REPORT**

##### Background

The focus of the Barons of Barossa has remained unchanged since its foundation in 1975 and it continues to proudly and enthusiastically support Barossa wine, viticulture, gastronomy, heritage and the arts. Membership of the Fraternity is by invitation and is offered to persons who have made an outstanding contribution to the Barossa. New Barons are inducted into the Fraternity in a colourful ceremony and membership is for life.

##### Introduction

Approval was sought to close Murray Street, Tanunda between Young Street and the northern arch between 11.00am and 1.00pm on Sunday 17 February 2019.

Council officers deem the closure necessary as a risk mitigation strategy to maintain the safety of participants and the general public.



### Summary and Conclusion

Council has previously supported this event by organising and implementing the road closure.

### ATTACHMENTS OR OTHER SUPPORTING REFERENCES

Nil.

### COMMUNITY PLAN / CORPORATE PLAN / LEGISLATIVE REQUIREMENTS

#### Community Plan



2. Community and Culture



4. Health and Wellbeing



Business and Employment

2.1 Initiate and support activities which encourage participation and pride in the Barossa Council area.

2.6 Support a vibrant and growing arts, cultural, heritage and events sector.

4.2 Create opportunities for people of all ages and abilities to participate in the community.

5.13 Support economic development through events

#### Legislative Requirements

Local Government Act 1999

Road Traffic Act 1961

### FINANCIAL, RESOURCE AND RISK MANAGEMENT CONSIDERATIONS

#### Financial and Resources -

The in-kind cost and implementation of the road closure is to be met by Council via Council's Road Closure – Support budget.

#### Risk management –

Council officers deem the closure necessary as a risk mitigation strategy to maintain the safety of participants and the general public.

### COMMUNITY CONSULTATION

The community will be advised of the proposal by public advertisements to be placed in The Herald and Leader and also via placement of the SAPOL notice on Council's website.

## COUNCIL

### WORKS AND ENGINEERING SERVICES

#### **DIRECTOR'S REPORT**

18 DECEMBER 2018

#### 7.4.1 DEBATE AGENDA – DIRECTOR WORKS AND ENGINEERING SERVICES

##### 7.4.1.2

##### KALIMNA ROAD COMMUNITY WASTEWATER MANAGEMENT SYSTEMS (CWMS) TRENCH REHABILITATION – NURIOTPA – BUDGET ADJUSTMENT

B7181 18/80968

#### PURPOSE

Council approval is sought to undertake Budget Adjustments to provide additional funds from CWMS Reserve and transfer savings from the Williamstown Queen Victoria Jubilee Park (WQVJP) Bridge Replacement project to the Kalimna Road CWMS Trench Rehabilitation project.

#### RECOMMENDATION

That Council

- (1) Approve a transfer of \$133,005 of funds from the CWMS reserve towards the existing budget Kalimna Road CWMS trench rehabilitation.
- (2) Approve a budget increase of \$163,460 for the Kalimna Road CWMS Trench Rehabilitation project to be funded via an additional transfer of \$139,495 from the CWMS Reserve and \$23,965 budget transfer from savings achieved on the WQVJP Bridge Replacement project.

#### REPORT

##### Background

Since the 30 September 2016 flood event, Works and Engineering staff have been repairing sections of the CWMS trench on Kalimna Road Nuriootpa, which has been subsiding due to consolidation of the trench of the CWMS deep gravity drain constructed approx. 5 years ago.

As part of the 2018-19 Budget, Council allocated \$203,540 to undertake CWMS trench rehabilitation (\$133,005) and road resurfacing works (\$70,535) on Kalimna Road, Nuriootpa.

The Kalimna Road Nuriootpa CWMS trench rehabilitation budget and reserve allocation had been reported to Council during the 2018-19 budget workshops and meetings. Unfortunately although it was reported in the workshop documents as \$133,005 coming from the CWMS Reserve, it was not recorded at the 2018-19 Budget Council meeting for "Reserve transfers" and final budget reserve allocations.

### Introduction

In September 2018, pavement engineering consultant Pavement Asset Services Pty Ltd were commissioned by Works and Engineering staff to undertake borehole testing at multiple locations along Kalimna Road and provide rehabilitation options to Council.

The borehole test results identified significant subgrade problems within the trench and thus the recommended trench rehabilitation solution provided by Pavement Asset Services is of a higher order of magnitude compared with the trench rehabilitation treatment solution estimated as part of the 2018-19 budget preparation.

Works and Engineering staff have sought quotes from the Barossa Regional Procurement Group (BRPG) Civil Works Panel to undertake CWMS trench rehabilitation works for a 340 metre section of Kalimna Road, with pavement works recently completed by Cavco Earthmoving Pty Ltd.

BRPG Road Resurfacing contractor, Downer are scheduled to undertake asphalt resurfacing works on the completed trench rehabilitation section of Kalimna Road before the Christmas break (subject to weather and other Councils' sealing project programmes).

### Discussion

The cost to undertake the recent CWMS trench rehabilitation works for a 340 metre section of Kalimna Road, from 275 west of Research Road to Ngadjuri Street, is \$76,485 ex GST.

The cost estimate from Downer to undertake asphalt resurfacing works from west of Research Road to Ngadjuri Street is \$98,015 ex GST.

Based on the above cost estimates:

The cost to complete CWMS trench rehabilitation works for the remaining 410 metre section of Kalimna Road to Murray Street, is estimated to be \$101,515 ex GST.

The cost to complete asphalt resurfacing works for the remaining section of Kalimna Road to Murray Street, is estimated to be \$90,985 ex GST.

Giving a total project cost estimate of \$367,000 versus the current budget allocation of \$203,540.

The current budget allocation for the WQVJP Bridge Replacement project is \$830,021 (601196-865-969). Works and Engineering have awarded a contract for this project and are currently forecasting a budget surplus of \$150,000 to \$200,000 – with the project's construction due to commence in early January 2019.

### Summary and Conclusion

It is recommended that the following Q2 2018-19 Budget Adjustments are approved by Council:

- \$133,005 from CWMS Reserve as reported during the 2018-19 budget workshops and meetings but not recorded at the 2018-19 Budget Council meeting for "Reserve transfers" and final budget reserve allocations to Kalimna Road CWMS Trench Rehabilitation (306459-870-969);
- \$139,495 additional funds from the CWMS Reserve to Kalimna Road CWMS Trench Rehabilitation (306459-870-969); and
- \$23,965 transfer from WQVJP Bridge Replacement project (601196-865-969) to Kalimna Road asphalt resurfacing (306459-870-969).

### ATTACHMENTS OR OTHER SUPPORTING REFERENCES

Nil.

### COMMUNITY PLAN / CORPORATE PLAN / LEGISLATIVE REQUIREMENTS

#### Community Plan

Identify Theme/s (utilising the icons)



Infrastructure

- 3.1 Develop and implement sound asset management which delivers sustainable services.

### FINANCIAL, RESOURCE AND RISK MANAGEMENT CONSIDERATIONS

If approved the total Kalimna Road project cost and CWMS Reserve allocation is as follows:

	Council Funds\$	CWMS Reserve \$	Total Cost \$
Adopted Budget	70,535	133,005	203,540
Extended Project cost	23,965*	139,495	163,460
Revised Budget cost	94,500	272,500	367,000

As stated earlier in this report the Budget 18/19 required an allocation of \$133,005 from the CWMS Reserve mistakenly this was not included in the adopted budget and with this report an additional \$139,495 is to be transferred from the CWMS Reserve, a total allocation of \$272,500 from the CWMS Reserve.

Most of Council's reserve accounts are not cash backed, the reserve amount reflects an accumulation or net surplus position for each relevant activity or operations over time. Council's cash and investments are collectively used to meet all of Council services and if/where more cash is required, as considered and approved by Council, loan funding is utilised.

\*Part of this extended Kalimna Road project cost is funded by a budget transfer from savings of \$23,965 on the WQVJP Bridge Replacement project.

The remaining cash funding required of \$139,495 will be funded from Council's cash and investments. As reported in the 2017/18 Report on Financial Results cash funds are available from last year's operations and activities. Council's cash and investments position will be updated and reported to Council in financial statements with the Mid-year Review as at 31 December 2018.

#### COMMUNITY CONSULTATION

A letter drop has been provided to adjacent residents along Kalimna Road, from Research Road to Murray Street Nuriootpa, providing project details and expected traffic delays during construction.



COUNCIL

WORKS AND ENGINEERING SERVICES

**DIRECTOR'S REPORT**

18 DECEMBER 2018

7.4.1 DEBATE AGENDA – DIRECTOR WORKS AND ENGINEERING SERVICES

7.4.1.3

NAMING OF ROAD – JOLLYTOWN ROAD LAND DIVISION - LYNDOKH

B7407 18/84421

Author: Manager Engineering Services

**PURPOSE**

A request has been received from the developers of the land division adjacent Jollytown Road, Lyndoch, for the naming of a new residential road.

**RECOMMENDATION**

That the new road created within the Jollytown Road land division, Lyndoch, labelled Road A, be named Richter Road.

**REPORT**

Background

The recently completed land division is located at Allotment 1001 Jollytown Road, Lyndoch. Refer general layout plan attached. There is one new road to be named.

Discussion

New road names for the Lyndoch area in the past 10 years have been selected from a list of suggestions provided by the Lyndoch Historical Society for this purpose. Refer attached.

Road names are selected in accordance with The Barossa Council "Property Identification Policy" and the associated "Selection of Road and Public Place Names Process".

Discussion with Ms Ann Hausler of the Lyndoch Historical Society had no objection to the following names being suggested, in order of preference:

Richter:

- Pioneer district doctor for 46 years, often foregoing his fee, Community involvement including Lodge doctor, Institute, volunteer rifles.

Sloane:

- Community involvement, including School, Institute, Red Cross, church guild, war effort, war service, first aid volunteer for injured.

Within The Barossa Council region, there are no existing roads with the names Richter or Sloane.

For information, there is a Richter Road in the Light Regional Council Area at Reeves Plains.

#### Summary and Conclusion

In accordance with The Barossa Council "Selection of Road and Public Place Names Process", the first preference is for the new road to be named Richter Road.

#### ATTACHMENTS OR OTHER SUPPORTING REFERENCES

Attachment 1 – General Road Layout Plan

Attachment 2 – Letter from Lyndoch Historical Society – Road Names – Lyndoch Area (08/13868)

#### COMMUNITY PLAN / CORPORATE PLAN / LEGISLATIVE REQUIREMENTS

##### Community Plan



Infrastructure

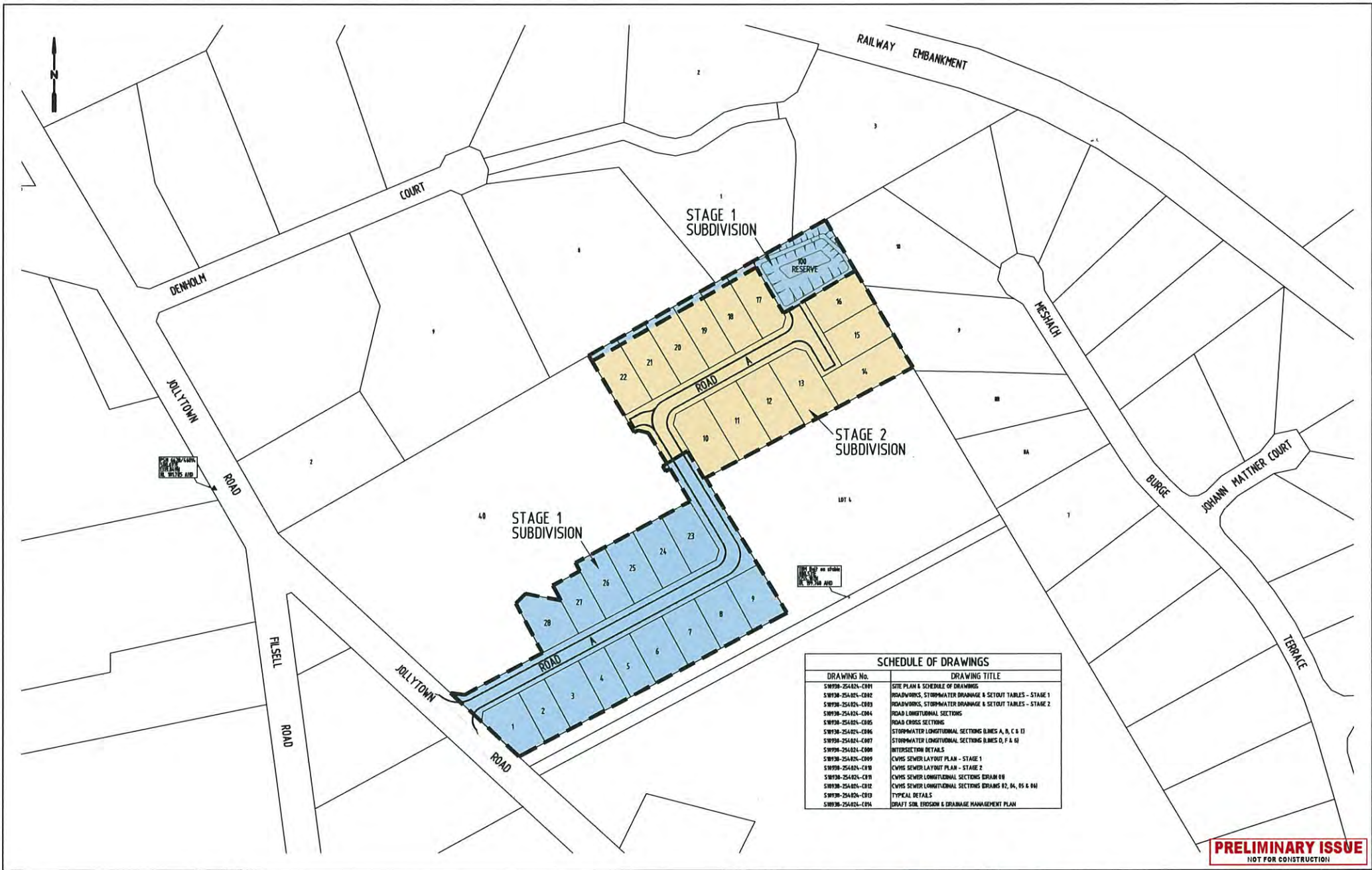
- 3.1 Develop and implement sound asset management which delivers sustainable services.

#### FINANCIAL, RESOURCE AND RISK MANAGEMENT CONSIDERATIONS

Nil. All costs associated with the naming and sign posting of new roads with within land developments are borne by the developer.

#### COMMUNITY CONSULTATION

No formal community consultation has been engaged, however reference has been made to The Barossa Council "Selection of Road and Public Place Names Process".



SCHEDULE OF DRAWINGS	
DRAWING No.	DRAWING TITLE
S18938-254824-C001	SITE PLAN & SCHEDULE OF DRAWINGS
S18938-254824-C002	ROADWORKS, STORMWATER DRAINAGE & SETOUT TABLES - STAGE 1
S18938-254824-C003	ROADWORKS, STORMWATER DRAINAGE & SETOUT TABLES - STAGE 2
S18938-254824-C004	ROAD LONGITUDINAL SECTIONS
S18938-254824-C005	ROAD CROSS SECTIONS
S18938-254824-C006	STORMWATER LONGITUDINAL SECTIONS (LINES A, B, C & D)
S18938-254824-C007	STORMWATER LONGITUDINAL SECTIONS (LINES D, F & G)
S18938-254824-C008	INTERSECTION DETAILS
S18938-254824-C009	CWWS SEWER LAYOUT PLAN - STAGE 1
S18938-254824-C010	CWWS SEWER LAYOUT PLAN - STAGE 2
S18938-254824-C011	CWWS SEWER LONGITUDINAL SECTIONS DRAIN 08
S18938-254824-C012	CWWS SEWER LONGITUDINAL SECTIONS DRAINS 02, 04, 05 & 04
S18938-254824-C013	TYPICAL DETAILS
S18938-254824-C014	DRAFT SOIL EROSION & DRAINAGE MANAGEMENT PLAN

REV	DESCRIPTION	DATE	BY	APP
A	PRELIMINARY ISSUE	24.07.2017	CC	JZ

**FMG Engineering**  
 PO Box 707 42 Fiddlers Rd  
 Kent Town SA 5071 Norwood SA 5067  
 fmgengineering.com.au P 08 8363 0222  
 F 08 8363 1655 ABN 58 083 071 185

**LAKA EARTHMOVING CONTRACTORS PTY LTD**  
**JOLLYTOWN ROAD SUBDIVISION**  
 101 JOLLYTOWN ROAD,  
 LYNDOCH, SA 5351  
**SITE PLAN AND SCHEDULE OF DRAWINGS**

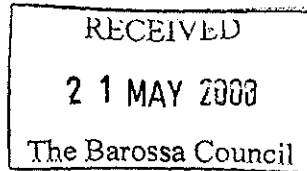
**PRELIMINARY ISSUE**  
 NOT FOR CONSTRUCTION

DESIGNED	CC	CC
CHECKED	JZ	JZ
DRAWN	S18938	01.07.2017
DATE	01.07.2017	DATE
BY	S18938-254824	BY
REV	C001	REV
	A	

# LYNDOCH HISTORICAL SOCIETY INC.

SECRETARY: MRS A. HAUSLER

ADDRESS: Box 6, Post Office,  
Lyndoch, 5351 S.A.  
21st May, 2008.



Mr M. Lange,  
Director Works & Engineering,  
The Barossa Council,  
Box 867 PO,  
Nuriootpa SA 5355

Ref B773  
ML/aen/08/12890

Dear Bim,

Re: Road Names – Lyndoch Area

The Historical Society offers the following in regards to the naming of streets and roads in the Lyndoch area:-

- The KLAUBER name is quite acceptable as the family (arrived c1855) is classed in the second wave of pioneers 1850s as opposed to the original pioneers arriving in the 1840s. Members of the family over the years have been heavily involved in the local community. The Society has previously suggested this name be considered.
- As you have indicated there is currently a King Street in Lyndoch. There is no clear indication to ascertain after whom the street was named but presumably it was the King family. The only reference in the Society's records is a 1958 Council motion "*That Kleinig Road be renamed King Street and that the road dividing allotments 6 and 74 from 7 and 73 be named Kleinig Street.*" There is also a Kings Cutting Road thus duplication of this name.
- The KING name I believe was only connected permanently with the district from c1864 onwards which is even a later period to qualify as a pioneer. The family over the years has not been recorded as making a significant contribution to the town. Simply owning land for a number of years shouldn't qualify anyone to have a street/road named after them. The Society would be interested to hear of any information supporting community involvement by descendants of this family.
- The Historical Society's policy in this area has always been that families/persons recognised with a street/road name should have made a significant contribution to their community. An objection was lodged to the Barossa District Council when they made a policy of naming streets/roads in the Council area after all the Chairmen who had served on Council since 1854. Some of these served only a short period of time compared to others who had served 10 years or more with a number of them contributed nothing else to the community.
- In 2002 the Historical Society forwarded the following suggestions:-
  - (a) Where a Council Chairman's name has been used and he has served for a relatively minor period, the road or street should be replaced with a more appropriate name eg a pioneer family or person with lengthy community service.
  - (b) Use only surname rather than both given name and surname thus enabling the surname to recognise the contribution of all family members and remove the need for duplicating the family name for each person. There is already duplication with such names as Warren, Burge, Ross, and King.
  - (c) Names should be applicable to the town or district in which the person or family is associated.
- With Lyndoch being a pioneer town, the first settlement in the Barossa, this aspect should be reflected in the use of more pioneer names.

Enclosed are names that members have suggested as being suitable for streets/roads in the Lyndoch area.

Yours sincerely,

Anne Hausler,  
SECRETARY  
LYNDOCH HISTORICAL SOCIETY.

## STREET/ROAD NAMES

PIONEERS & EARLY SETTLERS		
FAMILY SURNAME	CHRISTIAN NAME	REASON FOR ACKNOWLEDGEMENT PIONEER STATUS
Browne	John & William	First settlers in Lyndoch Valley, the Browne brothers, both doctors, assisted injured settlers in 1840s
Burfield	Robert	Owner of Section 3250 that he subdivided for the Lyndoch township 1851
Emmett	William	Early settler and first postmaster of Lyndoch Valley Post Office 1848
Gower	Stephen & Sarah	Early settler, proprietor of both Lord Lyndoch hotels, with Sarah continuing after husband's death
Kies	Christian	Early settler, family remained in the area over 150 years
Klauber	George	Early settler, family remained in the area over 150 years
Koch	Friedrich	Pioneer of Hoffnungsthal, family remained in the area over 155 years
Lindner	Johann	Early settler, family remained in the area over 150 years
Richter	Theodor	Pioneer district doctor for 46 years often foregoing his fee, Lodge doctor, Institute, Volunteer Rifles
Tepper	Otto	Early settler, Institute, purchased and donated 'Pioneer Reserve' to Lyndoch community
Thomas	Samuel	Early settler, family remained in the area over 150 years
Zerk	Joachim	Early settler, family remained in the area over 150 years
SIGNIFICANT COMMUNITY SERVICE & INVOLVEMENT IN PUBLIC AFFAIRS		
FAMILY SURNAME	CHRISTIAN NAME	REASON FOR ACKNOWLEDGEMENT COMMUNITY GROUP INVOLVEMENT
Barkley	Isobelle	Post Mistress, Justice of Peace, Red Cross, Institute, Church worker, War efforts involvement
Crambrook	Family	Institute, Hall, Literary Society, Recreation Park, W/town Rifles, Cricket, Football, Red Cross, Tennis
Fiebig	Family	Cricket, Football, supported local groups financially, School Welfare, Red Cross, Choral Society, Church organist, pianist at local functions, supported functions with items and music, War Service
Hunt-Cooke	Family	CWA, State President CWA, Red Cross, Park, Institute, Vintage Festival, MBHA, Agric Bureau
Kennedy	Family	Baptist Church, Agric Bureau, Literary Society, Recreation Park, Lyndoch Lodge, Institute, Hall, RSL, MBHA, School, Scouts, Grape Grower Groups
Klauber	Family	Agric Bureau, Recreation Park, Institute, Various Churches, Red Cross, Basketball, School Welfare, CWA, War Service, Historical Society, Tennis, Vintage Festival
Nicholas	Family	Hoteliers, Institute, Cricket, Lyndoch Lodge, Recreation Park, Boer War Service
Noon	Cedric	Anglican Church minister, School, Cricket, Scouts, Gymnasium, planted carob trees
Oliver	Family	Barossa District Council Chairman (5 Years), Anglican Church, Bowling Club, Red Cross, War Service
Randall	Family	Baptist Church & organist, Church Guild, Artist, Music Teacher, Institute, Red Cross, Tennis, CWA, Lyndoch Lodge, recreation Park, Football, Cricket
Sloane	Family	School, Institute, Red Cross, Church Guild, War effort, War Service, First Aid volunteer for injured
Walker	Frederick	Anglican Church minister, School, Tennis, Institute, War effort
Zimmermann	Family	Literary Society, Choral Society, Agric Bureau, Institute, Hall



COUNCIL

WORKS AND ENGINEERING

DIRECTOR – WORKS AND ENGINEERING REPORT

18 DECEMBER 2018

7.4.1 DEBATE AGENDA – **DIRECTOR'S REPORT**

7.4.1.4

PROPOSED ROAD CLOSURE – 2019 BAROSSA TRIATHLON EVENTS

B7475 18/87323

Author: Manager Engineering Services

PURPOSE

Barossa Triathlon has made application to Council requesting road closures and speed restrictions for the 2019 Barossa Triathlon events planned for two Friday evenings and two Sunday mornings in January, February and March.

RECOMMENDATION 1

That Subject to Council Officers being satisfied that all event application requirements are met, the Commissioner of Police be advised that The Barossa Council endorses the closure of the following roads to stage the 2019 Barossa Triathlon events;

Memorial Avenue, Nuriootpa, between Park Avenue and Lae Road, and Kokoda Road between Memorial Avenue and Penrice Road on Sunday 20 January 2019 and Sunday 17 February 2019 from 10.30am up to 1.30 pm, and

Memorial Avenue, Nuriootpa between Park Avenue and Lae Road, and Kokoda Road between Memorial Avenue and Penrice Road on Friday 1 February 2019 and Friday 1 March 2019 from 5.30pm up to 8.30 pm, and

the following speed restrictions be implemented on Sunday 20 January 2019 and Sunday 17 February 2019:

25 km/h zone on Penrice Road between Buna Terrace and Park Terrace,  
25 km/h zone on Research Road between Ray Beckwith Boulevard and  
300 metres south of Penrice Road, from 10.30am up to 1.30pm, and

the following speed restrictions be implemented on Friday 1 February 2019 and Friday 1 March 2019:

25 km/h zone on Penrice Road between Buna Terrace and Park Terrace,  
25 km/h zone on Research Road between Ray Beckwith Boulevard and  
300 metres south of Penrice Road, from 5.30pm up to 8.30pm.

RECOMMENDATION 2

That Council waive the facility hire fee for the Nuriootpa Soldiers Memorial Pool facility for the four Barossa Triathlon days and one social night in 2019.

## REPORT

For the past three years 'Come and TRI' events have been held at the Nuriootpa War Memorial Swimming Pool with good response from the community.

In 2019 organisers wish to hold four events in similar format to the previous years to encourage the community to participate in the sport of Triathlon and offer a family friendly sport option to Barossa residents. There is also planned a final social night at the Nuriootpa Soldiers Memorial Swimming Pool facility.

The events will be sanctioned through Triathlon Australia.

Organisers are proposing four different distances. These are based on a model of current distances at other venues of similar structure.

### Tiny Triers

SWIM: Run across wading pool,

BIKE: 200m

RUN: 200m

### Little Triers

SWIM: 25m across the big pool widthways

BIKE: 500m through circuit at Nuriootpa Primary School

RUN: 500m along drainage easement adjacent to pool

### Short Course

SWIM: 100m swim (2 laps of the pool)

BIKE: 5.5km (refer to maps)

RUN: 1km on Coulthard Reserve walking track

### Long Course

SWIM: 200m (4 laps of the pool)

BIKE: 11km (refer to maps)

RUN: 2kms on Coulthard Reserve walking track

The organisers have requested assistance from The Barossa Council to manage road closures for these events along Memorial Ave, between Park and Kokoda Road. The organisers will provide a number of marshals along the routes.

The organisers have requested that the four separate road closures and associated speed restrictions be implemented and funded by Council, to free up their volunteers for traffic marshalling along the route. The cost to Council to implement the event's four separate road closures and associated speed restrictions would be approximately \$4,000.00.

The organisers have also requested that the swimming pool facility hire fee of \$1,200 (5 events at \$240 each day) be waived as it is a community event that provides an opportunity for all ages to engage in a healthy, active lifestyle.

#### Summary and Conclusion

The total cost to Council to facilitate the proposed events is \$5,200 inclusive of Council staff costs for the road closures and speed restriction and the swimming pool facility hire fee.

If Council elects not to implement the road closure requirements, this can be performed by a traffic management company engaged at the event organiser's expense, as happens with some other events of similar nature in the Barossa.

#### ATTACHMENTS OR OTHER SUPPORTING REFERENCES

Course maps for the four different distances are attached.

#### COMMUNITY PLAN / CORPORATE PLAN / LEGISLATIVE REQUIREMENTS

##### Community Plan



2. Community and Culture



4. Health and Wellbeing



Business and Employment

- 2.1 Initiate and support activities which encourage participation and pride in the Barossa Council area.
- 2.6 Support a vibrant and growing arts, cultural, heritage and events sector.
- 4.2 Create opportunities for people of all ages and abilities to participate in the community.
- 5.13 Support economic development through events

##### Legislative Requirements

Local Government Act 1999

Road Traffic Act 1961

#### FINANCIAL, RESOURCE AND RISK MANAGEMENT CONSIDERATIONS

##### Financial and Resources -

The estimated actual cost of \$4,000 for Council to facilitate the road closures and speed restrictions would be allocated from Council's "Road Closure – Support" budget.

##### Risk management –

Council officers deem the closure necessary as a risk mitigation strategy to maintain the safety of participants and the general public.

#### COMMUNITY CONSULTATION

The community will be advised of the proposal by public advertisements to be placed in The Herald and Leader and also via placement of the SAPOL notice on Council's website.



## TINY TRIERS NOTES

Barossa Triathlon - 'Tiny Triers' swim leg

Barossa Triathlon - 'Tiny Triers'

Swim Leg:

Run across wading pool

**Barossa Triathlon - 'Tiny Triers' Bike & Run Leg**

Barossa Triathlon - 'Tiny triers'

Bike and Run leg between cones on grass adjacent to the pool

### NOTES:

Tiny triers can be assisted in all legs by an adult

Floaties and training wheels are Cool!

BLUE = SWIM

RED = BIKE

GREEN = RUN





## LITTLE TRIERS NOTES

### Barossa Triathlon - 'Little Triers' Swim Leg

Barossa Triathlon - 'Little Triers' Swim Leg  
Swim approx 20m in the big pool  
Enter and Exit via ladders  
Start in the water (no diving)

### Barossa Triathlon 'Little Triers' Bike Leg

Remember helmet on!  
Walk bike until you exit the transition area

From transition area, onto Memorial Ave  
Turn left into Kokoda Road  
Continue 250m until you reach the cone turn around  
Return  
KEEP LEFT

### Barossa Triathlon - 'Little Triers' Run Leg

Barossa Triathlon - 'Little Triers' Run Leg

From transition area:  
run along Memorial Ave, through the dip;  
turn right onto linear walking path  
turn right onto path that cuts across the the River  
There is a stone step crossing through the dry River bed. Run/walk  
on the grass to the left hand side of the stones.  
Follow path past BBQ shelter  
Turn right back onto Kokoda Road  
Take path to the right cutting back towards transition area and  
FINISHING LINE

BLUE = SWIM

RED = BIKE

GREEN = RUN

YELLOW = Transition Area

PINK = Finish Line

Image © 2016 CNES / Astrium

© 2016 Google

419

Imagery Date: 11/12/2015 34°28'19.53" S 138°59'53.44" E elev 281 m eye alt 774 m

Google earth

2006



## SHORT COURSE NOTES

### Barossa Triathlon - Short Course Swim Leg 100m

100m swim leg

Start in the pool.

Swim towards bouy and turn around in a clockwise direction

Return

Exit pool via the ladder

### Barossa Triathlon - Short Course Bike Leg 5.5km

Remember helmet on!

Walk bike until you exit the transition area

From transition area, onto Memorial Ave

Turn left into Kokoda Road

Turn right into Penrice Road - GIVE WAY TO TRAFFIC AND OTHER BIKES

Turn left into Research Road (careful of gravel)

Watch for traffic on one way bridge

Turn left into Kalimna Road

Turn left into Barossa Valley Way (Murray St)

Turn left into Penrice Road at traffic lights - ROAD RULES APPLY - STOP ON RED LIGHT

Turn right into Kokoda Road - GIVE WAY TO ONCOMING TRAFFIC

Turn right into Memorial Drive - GIVE WAY

Dismount prior to entering transition area

### Barossa Triathlon - Short Course Run Leg 1km

From transition area:

Run along Memorial Ave, through the dip

Turn right onto linear walking path.

Follow path, (do not turn off) across pedestrian bridge

Turn right onto Kokoda Road (keep right)

Take path through the reserve towards transition area and finishing line

BLUE = SWIM

RED = BIKE

GREEN = RUN

YELLOW = Transition Area

PINK = Finish Line

Image © 2016 CNES / Astrium

© 2016 Google

420

Imagery Date: 11/12/2015 34°28'18.43" S 138°59'55.01" E elev 283 m eye alt 926 m

Google earth



## SHORT COURSE NOTES

### Barossa Triathlon - Short Course Swim Leg 100m

100m swim leg

Start in the pool.

Swim towards bouy and turn around in a clockwise direction

Return

Exit pool via the ladder

### Barossa Triathlon - Short Course Bike Leg 5.5km

Remember helmet on!

Walk bike until you exit the transition area

From transition area, onto Memorial Ave

Turn left into Kokoda Road

Turn right into Penrice Road - GIVE WAY TO TRAFFIC AND OTHER BIKES

Turn left into Research Road (careful of gravel)

Watch for traffic on one way bridge

Turn left into Kalimna Road

Turn left into Barossa Valley Way (Murray St)

Turn left into Penrice Road at traffic lights - ROAD RULES APPLY - STOP ON RED LIGHT

Turn right into Kokoda Road - GIVE WAY TO ONCOMING TRAFFIC

Turn right into Memorial Drive - GIVE WAY

Dismount prior to entering transition area

### Barossa Triathlon - Short Course Run Leg 1km

From transition area:

Run along Memorial Ave, through the dip

Turn right onto linear walking path.

Follow path, (do not turn off) across pedestrian bridge

Turn right onto Kokoda Road (keep right)

Take path through the reserve towards transition area and finishing line

BLUE = SWIM

RED = BIKE

GREEN = RUN

YELLOW = Transition Area

PINK = Finish Line





## LONG COURSE NOTES

### Swim 200m - Bike 11kms - Run 2km

The Long Course is double the Short Course. You repeat each section twice.

#### Barossa Triathlon - Long Course Swim Leg 200m

*Swim: As per short course, however instead of two laps of the 50m pool, you do four i.e. 200m*

Start in the pool.

Swim towards bouy and turn around in a clockwise direction

Exit pool via the ladder

#### Barossa Triathlon - Long Course Bike Leg 11km

*As per short course, but you will do it twice*

Remember helmet on!

Walk bike until you exit the transition area

From transition area, onto Memorial Ave

Turn left into Kokoda Road

Turn right into Penrice Road - GIVE WAY TO TRAFFIC AND OTHER BIKES

Turn left into Research Road (careful of gravel)

Watch for traffic on one way bridge

Turn left into Kalimna Road

Turn left into Barossa Valley Way (Murray St)

Turn left into Penrice Road at traffic lights - ROAD RULES APPLY - STOP ON RED LIGHT

Continue on Penrice and repeat another lap of the course

On return turn right into Kokoda Road - GIVE WAY TO ONCOMING TRAFFIC

Turn right into Memorial Ave - GIVE WAY

Dismount prior to entering transition area

#### Barossa Triathlon - Short Course Run Leg 2km

*Run: As per short course, but you will do it twice. At the completion of the first lap, run through the finish line and complete another lap - total 2km*

From transition area

Run along Memorial Ave, through the dip

Turn right onto linear walking path.

Follow path (do not turn off) across pedestrian bridge

Turn right onto Kokoda Road (keep right)

Take path through the reserve towards transition area and finishing line

BLUE = SWIM

RED = BIKE

GREEN = RUN

YELLOW = Transition Area

PINK = Finish Line



Image © 2016 CNES / Astrium

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Imagery Date: 11/12/2015 34°28'18.43" S 138°59'55.01" E elev 283 m eye alt 926 m

Google earth



## LONG COURSE NOTES

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From transition area, onto Memorial Ave  
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Turn left into Research Road (careful of gravel)  
Watch for traffic on one way bridge  
Turn left into Kalimna Road  
Turn left into Barossa Valley Way (Murray St)  
Turn left into Penrice Road at traffic lights - ROAD RULES APPLY - STOP ON RED LIGHT  
Continue on Penrice and repeat another lap of the course  
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Dismount prior to entering transition area

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*Run:* As per short course, but you will do it twice. At the completion of the first lap, run through the finish line and complete another lap - total 2km

From transition area:  
Run along Memorial Ave, through the dip  
Turn right onto linear walking path.  
Follow path (do not turn off) across pedestrian bridge  
Turn right onto Kokoda Road (keep right)  
Take path through the reserve towards transition area and finishing line

BLUE = SWIM  
RED = BIKE  
GREEN = RUN  
YELLOW = Transition Area





COUNCIL

DEVELOPMENT AND ENVIRONMENTAL SERVICES

ENVIRONMENTAL SERVICES

18 DECEMBER 2018

7.5.2. DEBATE AGENDA – ENVIRONMENTAL SERVICES REPORT

7.5.2.1

APPOINTMENT OF INDEPENDENT (COMMUNITY) MEMBERS ON BAROSSA BUSHGARDENS COMMITTEE

Author: Director, Development and Environmental Services

PURPOSE

To seek Council support and endorsement of the appointment of the independent (community) members on the Barossa Bushgardens S41 Committee.

RECOMMENDATION

That Council:

- (1) endorses the appointment of the following independent (community) members on the Barossa Bushgardens Committee for the life of this Council (or until further reviewed and changed);

Trevor Waldhuter  
Bryce Lillecrapp  
Russell Johnstone  
Louise Mason  
Elspeth Morgan

- (2) adopts the updated Terms of Reference for the Barossa Bushgardens Committee.

REPORT

Background

The Barossa Council, at its meeting held 6 March 2001, established the Barossa Bushgardens Committee, pursuant to section 41 of the *Local Government Act 1999*.

The Committee is established to manage the Barossa Bushgardens property (being a Crown Reserve for which Council has care and control), at Lot 100 Penrice Road, Part Section of Coulthard Reserve, Nuriootpa.

## Discussion

### *Membership:*

Pursuant to the Terms of Reference, Council is required to appoint no less than five and no more than eleven independent (community) members to the Barossa Bushgardens S41 Committee.

At the conclusion of the current term, the committee has had two retirements with Kate Jenkins and David Armstrong. The remaining members are seeking re-appointment to the Committee, being:

- Trevor Waldhuter
- Bryce Lillecrapp
- Russell Johnstone
- Louise Mason
- Elspeth Morgan

Cr Kathryn Schilling was appointed as the Council representative on the Committee at the Council Meeting held 26 November 2018.

Membership of the Committee is for the current term of the Council, unless a member resigns or is otherwise incapable of continuing as a member or is removed from the office by the Council.

### *Chairperson and Deputy Chairperson:*

Pursuant to the Terms of Reference, the Committee is to appoint the Chairperson and Deputy Chairperson at its first meeting after the periodic local government elections, and annually thereafter.

Kate Jenkins is the current Chairperson and Russell Johnstone is the Deputy Chairperson.

The Terms of Reference prevent an elected member (other than the Mayor or Deputy Mayor) from holding the position of Chairperson and Deputy Chairperson.

While Russell Johnstone is to be appointed as an independent (community) member, his position on Council would prevent the Committee from considering him for either the Chairperson or Deputy Chairperson.

It is considered that Clause 3.5 intended that the Council nominated Elected Member not hold these positions.

It is proposed that Clause 3.5 be amended to provide more clarity, as follows:

- 3.5 Except for the Mayor or Deputy Mayor of Council, an Elected Member **who has been nominated by Council pursuant to Clause 3.1 (ii)** may not hold the position of Chairperson nor Deputy Chairperson on the Committee.

An updated version of the Terms of Reference is provided in Attachment 1.

## Summary and Conclusion

The Barossa Bushgardens Committee is to be appointed by Council in accordance with the Terms of Reference. Five of the existing members are seeking reappointment as the independent (community) members on the Committee.

The Terms of Reference has been amended to clarify that the Council nominated Elected Member representative may not hold the position of Chairperson or Deputy Chairperson.

## ATTACHMENTS OR OTHER SUPPORTING REFERENCES

### Attachment 1 – Terms of Reference

## COMMUNITY PLAN / CORPORATE PLAN / LEGISLATIVE REQUIREMENTS

### Community Plan



### Natural Environment and Built Heritage

### Corporate Plan

- 1.5 Maintain and seek to expand Council initiated native conservation and land management initiatives.
- 1.8 Partner with affiliated Government, community and business organisations to support NRM programs and services, sustainable land practices and wastewater and stormwater reuse initiatives.
- 2.2 Collect, maintain and make accessible our Aboriginal heritage, and the history and heritage of our community.
- 2.4 Foster volunteering opportunities that are responsive to the needs of the Community.
- 2.11 Advocate for and support initiatives designed to improve education infrastructure.
- 3.2 Ensure Council's parks, gardens and playgrounds are accessible, relevant, and safe and maintained to an agreed level of service.
- 3.9 Ensure Council facilities and assets are accessible, safe and maintained to an agreed level of service.
- 5.8 Advocate for investment and support of local business through local transportation, training and employment initiatives.

### Legislative Requirements

Local Government Act 1999

## FINANCIAL, RESOURCE AND RISK MANAGEMENT CONSIDERATIONS

*Financial Management*

Nil

*Risk Management*

Nil






## COMMUNITY CONSULTATION

Nil

# THE BAROSSA COUNCIL

## TERMS OF REFERENCE OF THE BAROSSA BUSHGARDENS SECTION 41 COMMITTEE



Community Plan Link:		Natural Environment and Built Heritage	
		Community and Culture	
		Infrastructure	
		Health and Wellbeing	
		Business and Employment	
Document Owner:	Director Development and Environmental Services	Previous Approval Date(s):	16/12/2014
Document Control Officer:	Director Development and Environmental Services	Current Approval Date:	26/11/2018
HPE Content Manager Ref:	18/80615	Next Review Date:	DD/MM/YYYY

### 1. ESTABLISHMENT

- 1.1 The Barossa Council (hereinafter referred to as "the Council") at a meeting held on 6 March 2001 Minute Book Reference 2001/94 established the Barossa Bushgardens Committee (hereinafter referred to as "the Committee") pursuant to section 41 of the *Local Government Act 1999* ("the Act").
- 1.2 The Committee is established to manage the Barossa Bushgardens property ("the Bushgardens") [being a Crown Reserve for which Council has care and control, at Lot 100 Penrice Road, Part Section of Coulthard Reserve, Nuriootpa, and which is contained in Crown Record Volume 5660 Folio 149, H 160600, east of the watercourse] in accordance with the Objectives set out under clause 2 of these Terms of Reference.
- 1.3 The Committee may be wound up at any time by resolution of the Council.

### 2. OBJECTIVE

The Committee is established to fulfil the following functions in accordance with its allocated budget:



- 2.1 To develop and maintain the Bushgardens as:
  - 2.1.1 a model natural heritage resource for the Barossa region and South Australia;
  - 2.1.2 a vital human resource where people are valued for their contribution, knowledge and skills;
  - 2.1.3 a place of learning, where knowledge is shared and practical skills are enhanced;
  - 2.1.4 a model of sustainability through proactive seed collection, native plant propagation and garden development; and
  - 2.1.5 a Natural Resource Centre in conjunction with the Adelaide and Mt Lofty Ranges Natural Resources Management (AMLR NRM) Board.
- 2.2 To work in partnership with the Council, the community and the AMLR NRM Board in all aspects of the development outlined in clause 2.1.
- 2.3 To liaise with the Friends of Barossa Bushgardens for the specific purpose of supporting the objectives outlined in clause 2.1.
- 2.4 To keep statistical information as required by Council and the AMLR NRM Board.
- 2.5 To contribute to the future development of Bushgardens' facilities for the benefit of the community in accordance with relevant legislation including the Crown Land Management Act 2009. Council and committee will come to agreement in developing an annual maintenance plan in respect of facilities as part of the budget process.
- 2.6 To promote a community spirit towards the Bushgardens.
- 2.7 To generate funds to fulfil the above objectives.

3.	MEMBERSHIP
----	------------

- 3.1 The Committee will consist of:
  - (i) No less than 5 and no more than 11 Independent (community) members appointed by the Council; and
  - (ii) 1 Elected Member nominated by the Council.
- 3.2 The Committee will at the first meeting following every periodic Local Government election (and further annually at its determination and as recorded in its Minutes), appoint at a minimum:
  - (i) the Chairperson of the Committee (subject to clause 3.5).
- 3.3 In addition to appointing a Chairperson, the Committee may determine if there will be a Deputy Chairperson and, if so, will make the appointment. No other positions are to be formally appointed, although the Committee should determine which member or members will be responsible for recording and submitting to the Chairperson the minutes of each meeting.

- 3.4 Should there be more nominations than required then all voting will be by secret ballot.
- 3.5 Except for the Mayor or Deputy Mayor of Council, an Elected Member who has been nominated by Council pursuant to Clause 3.1 (ii) may not hold the position of Chairperson nor Deputy Chairperson on the Committee.
- 3.6 Subject to clause 3.2, membership of the Committee is for the current term of the Council unless a member resigns or is otherwise incapable of continuing as a member or is removed from office by the Council.
- 3.7 Committee members are eligible for re-appointment to the Committee at the expiration of their term of office.
- 3.8 The Committee may by a vote supported by a majority of members of the Committee make a recommendation to the Council to remove a member of the Committee from office where a member has failed (without the leave of the Committee) to attend three consecutive meetings of the Committee.
- 3.9 The Council may at its discretion, remove from membership any member of the Committee and appoint others in their place. Where Council determines to remove a Committee member from office under this clause, procedural fairness will be observed in that:
- (i) the Committee member will be informed of Council's intention to remove him/her from office;
  - (ii) the Committee member will be provided with an opportunity to comment upon his/her proposed removal from office; and
  - (iii) the Council will have regard to any submissions received from the Committee member before determining to remove him/her from office.
- 3.10 If a vacancy arises, the Committee will make a recommendation to the Council with respect to the appointment of a Committee member to fill the vacancy.
- 3.11 Independent members of the Committee and any volunteer assisting Committee members for a particular project or event must be registered as a volunteer of Council by completing Council's Volunteer Registration Form.

4.	DELEGATED POWERS
----	------------------

- 4.1 In order for the Committee to perform its functions consistent with these Terms of Reference, the Council delegates to the Committee in accordance with section 137 of the Act the power to expend Council's approved budgeted funds up to \$2000 excluding GST for any one order subject to the Committee's budget allocation and Council's policies.
- 4.2 The Committee may establish a sub-committee to assist in the exercise of its power, objectives and responsibilities.
- 4.2.1 The sub-committee will not have any delegated power for the expenditure of approved budgeted funds.
- 4.2.2 The establishment, term, objectives and membership of any sub-committee must be minuted by the Committee and ratified by Council.

- 4.3 The Committee may raise funds through approved fees or charges to contribute to the Objectives outlined in clause 2, however, will first liaise with its assigned Council officer to ensure that the subject of the fundraising aligns with Council's overall Strategic Plan.

4.3.1 All funds raised pursuant to this clause must be deposited Council for receipting to the Committee's income account. The Committee cannot hold shares or establish a bank account in its own right nor in the names of its members held on trust for the Committee.

5.	GOVERNANCE
----	------------

- 5.1 No Committee member will be personally liable in respect of any transaction, act or omission of the Committee entered into, done or made in good faith.
- 5.2 Committee members do not enjoy the protection against defamation actions afforded to State and Commonwealth Parliaments and must be careful not to make remarks that could result in an aggrieved person seeking to take action against them.
- 5.3 Subject to clause 1.3, a recommendation by the Committee to the Council to amend the Terms of Reference must be made by majority of all Committee members.
- 5.4 Notwithstanding this Terms of Reference, all Committee members will observe the relevant requirements under the:
- (i) Act;
  - (ii) Regulations;
  - (iii) Code of Conduct for Elected Members (for Elected Member Committee members) or Council's Volunteer Management Policy (for Independent members); and
  - (iv) Council's policies and processes which are relevant to the operations of the Committee.
- 5.5 Independent members of the Committee are not required to register their interests and complete a Register of Interest return pursuant to section 64 of the Act.
- 5.6 All relevant documentation will be provided to the Committee members during Induction and when Council or legislative changes require further awareness. Committee members are expected to read, comply with and, where appropriate, to seek clarification with respect to Council policies and processes relevant to these Terms of Reference.

6.	CHAIRPERSON
----	-------------

- 6.1 The Chairperson will:
- (i) be the contact point between Council and the Committee;
  - (ii) be responsible for the proper observance of these Terms of Reference;
  - (iii) oversee and facilitate the conduct of Committee meetings in accordance with the Act and the Local Government (Procedures at Meetings) Regulations 2013 ("the Regulations") Parts 1, 3 and 4 (noting that Part 2 does not apply);

- (iv) ensure all Committee members have an opportunity to participate in discussions in an open, respectful and encouraging manner; and
- (v) where a matter has been debated significantly and no new information is being discussed to call the meeting to order and ask for the debate to be finalised and the motion to be put.

7.	MEETINGS
----	----------

- 7.1 The meetings of the Committee will be held in accordance with Parts 1, 3 and 4 of the Regulations. Part 2 of the Regulations does not apply to this Committee.
- 7.2 Insofar as the Act and/or Regulations or these Terms of Reference do not prescribe the process to be observed in relation to the conduct of a meeting of the Committee, the Committee may determine its own process. In that case, the Committee will document that process within its Minutes.
- 7.3 Ordinary meetings of the Committee will be held bi-monthly or as determined by the Committee. The day, time and place for such meetings will be determined each year at the first ordinary meeting.
- 7.4 Quorum
- 7.4.1 A meeting will commence as soon after the time specified in the notice of meeting as a quorum is present.
- 7.4.2 A quorum for a meeting of the Committee is half of the current membership, ignoring any fraction resulting from the division and adding 1.
- 7.4.3 *Lack of Quorum*
- (i) If, prior to the commencement of the meeting, the number of apologies received by the Chairperson (or their delegate as the case may be) indicates that a quorum will not be present at that meeting, or  
  
if at the expiration of 30 minutes from the time specified in the notice of meeting as the time of commencement a quorum is not present,  
  
the Chairperson (or their delegate as the case may be) may adjourn the meeting to a specified day and time or continue the meeting without any motions being formally resolved.
  - (ii) If the meeting is adjourned for a want of quorum, the Chairperson (or their delegate as the case may be) will record in the minutes the reason for the adjournment, the names of any members present and the date and time to which the meeting is adjourned.
- 7.5 If the Chairperson of the Committee is absent from a meeting, the Deputy Chairperson (if such position exists) will preside at that meeting in accordance with clause 6.1. If there is no position of Deputy Chairperson, or both the Chairperson and the Deputy Chairperson of the Committee are absent from a meeting of the Committee, then a member of the Committee chosen from those present will preside at that meeting until the Chairperson (or Deputy Chairperson, as appropriate) is present.

7.6 All decisions of the Committee will be made on the basis of the majority of the members present. All Committee members must (subject to a provision of the Act or Regulations to the contrary) vote on any matter arising for decision at a meeting of the Committee.

#### 7.7 Conflict of Interest

7.7.1 No Committee member will vote or take part in debate who has a conflict of interest in any matters before the Committee that would contravene Sections 73, 74 and 75 of the Act.

7.7.2 If a Committee member has a conflict of interest in the particular matter to be voted upon or debated, he or she will declare a conflict of interest and then leave the meeting place until the matter is concluded. The declaration of a conflict and the time the member left the meeting and returned to the meeting will be recorded in the minutes.

#### 7.8 Minutes

7.8.1 Minutes of each meeting must include:

- (i) names of members present;
- (ii) each motion carried; and
- (iii) any disclosure of interest made by a member.

7.8.2 The Committee will:

- (i) keep minutes of each meeting; and
- (ii) within five days of the meeting, forward a copy of the draft minutes to the Committee and Committee's contact officer at Council, and
- (iii) submit for confirmation the draft minutes at the next Committee meeting.

7.8.3 The Council contact officer will:

- (i) register into Council's Electronic Document Record Management System a copy of the draft minutes upon receipt;
- (ii) upload the draft minutes to Council's website as soon as reasonable practicable; and
- (iii) submit the minutes to Council's Debate Agenda at the next available Council meeting.

8.	TRAINING
----	----------

8.1 Following his/her appointment to the Committee, an Independent Committee member will undertake a formal induction with Council officers in accordance with Council's Volunteer Management Policy which will:



- (i) highlight member responsibilities within the Committee, including financial duties where appropriate;
- (ii) outline relevant Council policies and processes; and
- (iii) aid compliance with relevant legislation.

8.2 Committee members will be encouraged to attend training related to the management of Local Government committees as sessions become available through the Local Government Association.

8.3 Committee members will be entitled to reimbursement of approved expenditure in accordance with Council policies and processes.

8.4 Council will assign a Council Officer to provide advice and act as a contact point between Council and the Committee.

Signed .....  
Mayor Michael Lange

Dated: .....

COUNCIL

DEVELOPMENT AND ENVIRONMENTAL SERVICES

ENVIRONMENTAL SERVICES

18 DECEMBER 2018

7.5.2. DEBATE AGENDA – ENVIRONMENTAL SERVICES REPORT

7.5.2.2

REFORM OF THE NATURAL RESOURCE MANAGEMENT ACT

Author: Director, Development and Environmental Services

PURPOSE

To provide Council with an update of the proposed reform of the Natural Resource Management Act.

RECOMMENDATION

That Council receive and note the 'What we heard' report from the community and stakeholder engagement undertaken by Becky Hirst Consulting on behalf of the Minister for Environment and Water.

REPORT

Background

The State Government intends to repeal the *Natural Resources Management Act 2004* and replace it with a new *Landscape South Australia Act*.

In the lead up to the State Election the Marshall Liberal Government stated that it will make "NRM reform a foundation of our environmental and regional policies through decentralisation of decision making and empowerment of communities."

Introduction

The Minister for Environment and Water, David Speirs MP had informed the Local Government Association that the State Government is seeking to develop the *Landscape SA* legislation in collaboration with key stakeholders.

As part of the reform, a community engagement process had been undertaken between July and October 2018 by Becky Hirst Consulting. A Discussion Paper formed the basis for the engagement activity, setting the scene and providing an overview of some key proposals within the reform.

Council administration had attended sessions during this period, and also provided a submission through both the LGA and the YourSAy website as outlined in the report to Council in July 2018.

Following the extensive engagement across the State, a Consultation Report including all community feedback is now available.

### Discussion

The Report covers 250 written submissions, 26 community forums, 23 engagement sessions and discussions gathered outlining key areas of feedback.

A copy of the report summary is provided in Attachment 1.

The full 1,417 page Report (inclusive of all attachments etc) is available on the following website.

<https://www.environment.sa.gov.au/get-involved/have-your-say/changing-nrm-in-south-australia>

Some key aspects of feedback included:

- the need to ensure that our landscapes are climate resilient and support our regional communities, primary producers and economies to thrive
- regional communities want a system of managing natural resources that not only focuses on the basics of delivering effective water management, pest, plant and animal control, soil and land management
- new conservation and nature based sector sought greater support for ecological communities with thriving biodiversity
- regional communities wanting less 'red tape' and a greater voice in decision-making, with local Board membership reflecting their communities
- overwhelming support to distribute some levy funding from the metropolitan area to regional South Australia
- strong support across all areas of the State for the continuation of nature education and nature stewardship
- a high level of enthusiasm for the creation of Green Adelaide and its vision for establishing Adelaide as a world renowned water sensitive urban city that's ecologically vibrant and climate resilient.

The Landscape SA Bill is expected to be introduced into Parliament in early 2019.

### Summary and Conclusion

The community and stakeholder engagement phase of the NRM Reform has been completed, with the release of the 'What we heard' report.

The Report is provided to Council for information.

## ATTACHMENTS OR OTHER SUPPORTING REFERENCES

Attachment 1 – What we heard Summary Report

## COMMUNITY PLAN / CORPORATE PLAN / LEGISLATIVE REQUIREMENTS

### Community Plan



Natural Environment and Built Heritage

## Corporate Plan

- 1.5 Maintain and seek to expand Council initiated native conservation and land management initiatives.
- 1.8 Partner with affiliated Government, community and business organisations to support NRM programs and services, sustainable land practices and wastewater and stormwater reuse initiatives.

## Legislative Requirements

Natural Resources Management Act 2004

### FINANCIAL, RESOURCE AND RISK MANAGEMENT CONSIDERATIONS

*Financial Management*

Nil

*Risk Management*

Nil

### COMMUNITY CONSULTATION

Nil

# Managing Our Landscapes Conversations for Change

What we heard | July - October 2018

26 October 2018





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# Foreword



# Foreword

The State Government is committed to a significant reform program that will change the way natural resources are managed. A central part of this reform will be the establishment of the new Landscape South Australia Act, replacing the *Natural Resources Management Act 2004*.

This reform is to be informed by the people who spend their lives working in the environment, protecting it whilst also sustaining their livelihoods. This reform can only be achieved through meaningful engagement and the establishment of long-term delivery partnerships.

Between July and October 2018, my team undertook robust and vast engagement with over 1,000 people across South Australia to gather input to help shape the future of natural resource management.

We designed and independently facilitated over 60 highly participatory face-to-face meetings around the state, engaging with over 800 people in conversations about the natural resource management system in South Australia.

We received 194 written submissions from interested individuals and organisations. We listened to 64 interested stakeholders via online commentary on YourSAY.

During the engagement process we met with so many people who shared with us so many diverse opinions, needs, ideas and priorities.

From the pastoralist in Marree who wants to see more local decision making and less red tape, to the Aboriginal woman in Scotdesco who would like to see more co-management with Aboriginal communities. From the passionate volunteers in Glenunga who spend many hours of their spare time undertaking revegetation projects, to the farmers in Victor Harbor who want to see more practical on-ground support. From the eco-tourism operator on Kangaroo Island to the irrigators in the Riverland. From the former and existing NRM board members, to the young people dreaming of the opportunities ahead.

Each region is unique, each community has different needs, and every story we heard was full of passion for good natural resource management. I sincerely hope that what we've heard will help to shape the future of natural resource management in South Australia.

In the interest of transparency, input received through the formal engagement process, whether via written submission, online commentary or meeting face-to-face, can be found in the appendices of this report.



**Becky Hirst**

Independent Facilitator and Engagement Specialist



# Executive Summary



# Executive Summary

Between July and October 2018, an engagement process occurred across South Australia to gather input to help shape the future of natural resource management. The engagement process was titled *Managing Our Landscapes – Conversations for Change*.

This report shares what land managers, volunteer groups, industry experts, Aboriginal nations, other tiers of government, advocacy organisations and other interested stakeholders said, as part of this robust and vast engagement process.

Starting with the strengths of the current natural resources management system, the report begins by acknowledging what participants said was working well. The staff on the front line of service and program delivery were noted as being a major asset, along with the hundreds of volunteers who passionately support the system through their on-ground activities. NRM Education was something many people highlighted as working really well, along with other existing programs and services. Many examples of existing arrangements of working together were provided, and many noted the progress that has been made in genuinely engaging with Aboriginal nations.

The report goes on to provide an overview of the top twenty priorities for natural resource management reform that were noted again and again throughout the engagement process.

The top twenty priorities are listed in order of most commonly discussed topics and start with funding, planning and accountability, community engagement, partnerships and collaboration, and the desire for greater local decision making. Pest plants and animals, compliance and less red tape were of great importance to people with many differing perspectives being provided and many people feeling frustrated at what is felt to be unnecessary bureaucracy.

Water management was raised time and time again, and many people raised vibrant biodiversity as a priority calling for a higher value being placed on stewardship activities. Transparency, board structures, more employment opportunities and evidence-based decision making were priorities too, and many people raised the importance of protection and preservation in the natural resource management system. Education, decision making by Traditional Owners, climate change and links with other legislation, most notably the Planning Act were all important. Finally, soil quality was raised as a priority area by many people we met.

Our conversations around the state centred around the guiding principles of the reform and a number of the key proposals included in the Minister's vision.

Many people supported a *whole of landscape approach*, though many requested more definitions around its specific meanings. Many people supported the concept of *decentralised decision making* and a more *simple and accessible system*, though many had questions regarding governance and how compliance will be monitored within such structures. Robust discussion occurred regarding the tension between the *back to basics* and *whole of landscape approach*, with many people raising concerns that achieving a vibrant biodiversity requires more than just soil quality, water management and pest plant and animal control.

Feedback received regarding the key proposals of board membership and community elections, board accountabilities, boundaries, Green Adelaide, levies, a statewide Landscape Priorities Fund and Grassroots Grants Program can be found later in the report.

In summary, there were a number of concerns regarding the community elections for board members, including the cost, effectiveness and risks of such a process. There were many conversations about representation on the boards, and many people noted the need for the boards to include Aboriginal people, women and young people. Succession planning was highlighted as a priority, with the opportunity to support aspiring young environmental leaders as part of this.

There was support for good planning by Landscape SA boards, but many people asked how the existing NRM plans will be incorporated in to the new plans, as many noted the effort that has gone in to developing these in partnership with the community. Some people had specific feedback regarding potential boundary changes, but a large number of people suggested decisions regarding boundaries should be based on social and ecological systems and not the financial benefits.

The role of NRM Groups were noted as being of great benefit in connecting landowners and boards in regional communities, and many commented on the potential to have them as a more formal part of the governance structure.

Green Adelaide was mostly discussed in areas close to metropolitan Adelaide and in general there was optimism with people finding the concept exciting, particularly with reference to it being a world leader in linking urban life to land management. Many people questioned why Green Adelaide will have an expert board with no community representation.

The collection, calculation and distribution of levies was discussed many times, with the majority of people seeming to want levies capped. Some participants were concerned that this would put too much pressure on an already over-stretched and limited environment budget.

Whilst many acknowledged local councils being the collector of levies as a process that works well, representatives from local government noted their desire to have state government collect the levy. Transparency was noted as being critical in communicating the way levies are calculated and distributed, with many people confused by the current system.

There was general support for the statewide Landscape Priorities Fund and Grassroots Grants program, with most commentary occurring around how these funds will be administered and how priorities will be identified. It was suggested that levies collected in metropolitan Adelaide be used to create these funds, rather than taking money from levies collected in the regions.

Towards the end of this report there are twelve key recommendations, based on what the facilitation team heard during this engagement process.

These include recommendations regarding exploring alternative options to community elections to form Landscape Board membership; establishing a Statewide Landscape Board for overarching coordination; and the need to consider appropriate mechanisms to provide the support required for regional communities to make good decisions that are based on scientific evidence.

The recommendations place a large emphasis on putting community at the centre of decision making, including requiring at least one Aboriginal person with a cultural connection to the region being on each Landscape Board, and the reestablishment of the Statewide Aboriginal NRM Advisory group; building on, maintaining and more formally acknowledging local groups as a conduit for supporting local decision making processes in the regions; and considering the membership structure of the Green Adelaide board to incorporate both experts and representatives from peak bodies or volunteer groups. The Minister must also consider succession planning and the importance of involving young people in decision making.

There is a specific recommendation regarding the need to place higher value and emphasis on stewardship priorities beyond soil quality, water management and pest plants and animals to achieve vibrant biodiversity; plus, a recommendation that the new Act must incorporate and address climate change mitigation and adaptation.

Following much discussion regarding compliance, there is a recommendation regarding the need to create a visible and streamlined process for compliance that includes education with landowners but also commits to subsequent enforcement.

The need to consider social and ecological systems when considering boundaries of regions is also recommended.

The final section of the report includes all input received as part of *Managing Our Landscapes – Conversations for Change*, including reports from all face-to-face meetings, written submissions received, and commentary made on the YourSAy page.



# 1 | The Engagement Process





## 1.1 Why engage?

Creation of the new Landscape legislation provides a once in a generation opportunity to reform natural resources management legislation for South Australia. The government is committed to working with stakeholders and the broader community to ensure the new legislation is fit for purpose and reflects community needs.

A focus of the Landscape SA reform is the forging of strong, enduring and productive partnerships to deliver practical, on-ground works that address local priorities.

Recognising the intimate and expert knowledge of the landscape that people across South Australia have, the engagement process aimed to -

- Utilise best practice engagement methods to ensure that a wide range of views from the community, Aboriginal nations and stakeholders were heard, documented and considered during development of the Landscape South Australia Bill;
- Foster broad-ranging ownership and support for the new legislation;
- Ensure the community and stakeholders were well-informed; and
- Build and improve relationships between DEW and the Minister with key stakeholders, and positively influence the perception of Department for Environment and Water and the Minister in the community.

## 1.2 Independent Facilitation

The facilitation team was made up of three highly experienced and independent engagement facilitators with almost 60 years combined experience working with South Australian communities – Becky Hirst (Becky Hirst Consulting), Steve Dangerfield (communicate et al) and Jon Bok (Indigenous Engagement Australia). The role of the facilitation team was to help the Minister hear the broad range of views, and to help participants express those views. It was important that this was undertaken ‘at arm’s length’ from government to enable fearless and frank dialogue and deliberation to occur.

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**“The new Landscape South Australia Bill is an opportunity for a review of the current process and keep the good and improve the parts not working as well as they could. I really support the process the Minister has undertaken with independent consultants talking to people all round the state. It’s a good start.”** Neil, via YourSAy

---

The facilitation team designed a face-to-face format, based on the content of the Discussion Paper, which guided participants through a process to seek input on the key elements of the reform. This format was designed to be adaptable for use at meetings of just a few people, to meetings of almost 100 people. It provided a format to shape conversations with those people who have decades worth of experience in natural resource management, through to those who may have less intricate knowledge of the system.

## 1.3 Methodology

A discussion paper formed the basis for the engagement activity, setting the scene and providing an overview of some key proposals within the reform. A summary of the discussion paper was also available, and a Frequently Asked Questions document provided further detail of the mechanics of the reform process. Using the principles and proposals outlined in the discussion paper as conversation starter, the facilitation team designed and facilitated 60 face-to-face conversations around the state.

### 1.3.1 Early Engagement

Conversations included early engagement meetings with key peak bodies such as the Primary Producers SA, Conservation Council SA, and Local Government Association of SA. Information was provided to and input sought from the NRM Partners, Presiding Members, and the South Australian Regional Organisation of Councils. These early conversations helped to seek input on both the reform but also the proposed engagement process.

During the early engagement phase, the following meetings were held with:

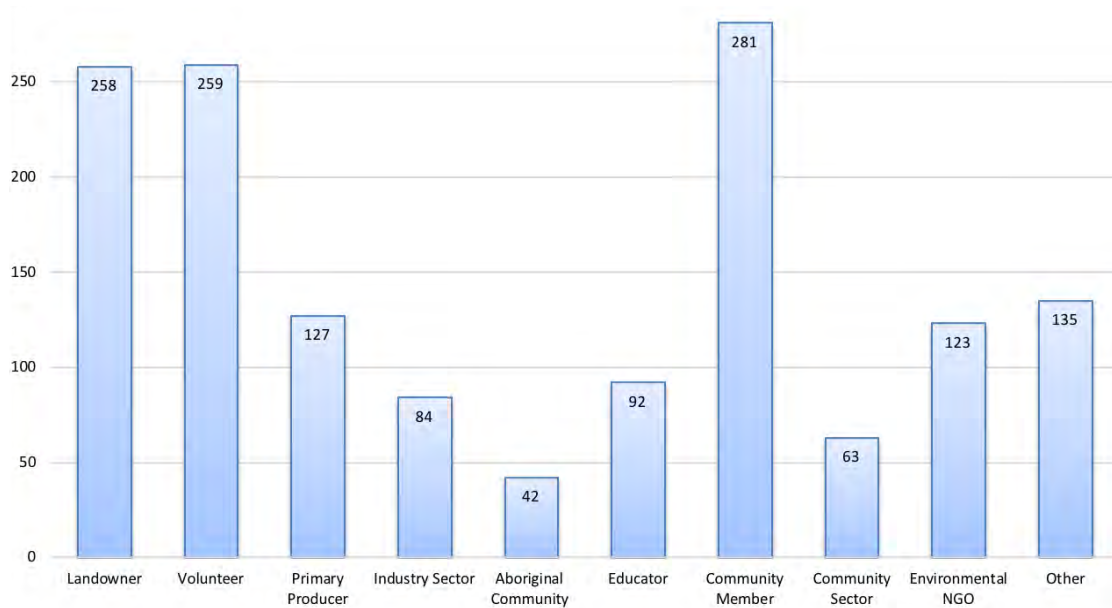
- Statewide Native Title Group Forum – 28 June
- NRM Partners – 5 July
- Presiding Members – 5 July
- Primary Producers NRM Committee – 11 July
- SA Regional Organisation of Councils – 18 July
- Conservation Council Member Groups – 2 August

### 1.3.2 Statewide Community Forums

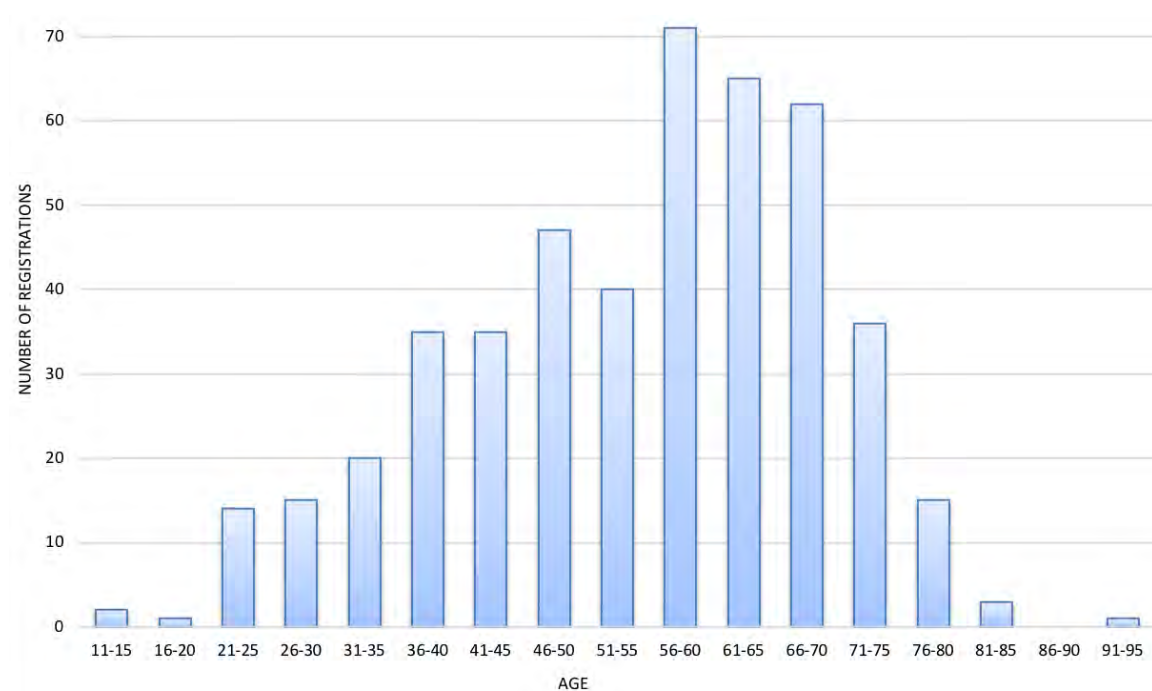
25 community forums took place involving over 800 people in a highly participatory dialogue process about their priorities for natural resource management. These community forums were held across the state, including metro, regional and outback locations and attended by a good mix of land managers, volunteer groups, industry experts, Aboriginal nations, primary producers, other tiers of government and advocacy organisations. The forums were held at the following locations:

- |                                |                                |
|--------------------------------|--------------------------------|
| • Port Lincoln – 7 August      | • Mount Barker (2) – 30 August |
| • Ceduna – 8 August            | • Berri – 3 September          |
| • Port Augusta – 10 August     | • Yunta – 4 September          |
| • Victor Harbor – 13 August    | • Leigh Creek – 5 September    |
| • McLaren Vale – 14 August     | • Nepabunna – 5 September      |
| • Murray Bridge – 16 August    | • Marree – 6 September         |
| • Kingscote – 21 August        | • Grange – 6 September         |
| • Clare – 22 August            | • Scotdesco – 12 September     |
| • Glenunga – 23 August         | • Mount Gambier – 17 September |
| • Mawson Lakes – 27 August     | • Bordertown – 19 September    |
| • Gawler – 28 August           | • Meningie – 20 September      |
| • Coober Pedy – 29 August      | • Marion – 4 October           |
| • Mount Barker (1) – 29 August |                                |

Participants who wanted to attend the community forums across the state were asked to register to attend via Eventbrite. During this registration process some demographic information was collected to help provide an overview of who attended the sessions. It should be noted that not everyone who attended had registered, and not everyone who registered attended. The following does however provide a summary of information that provides some insight in to who showed an interest in attending. The following chart shows the answers people who registered to attend the statewide community forums provided when they were asked which of the following **interest groups** they belonged to.



The following chart shows the answers people who registered to attend the statewide community forums provided when they were asked which **age group** they were in.



For the statewide community forum sessions where people registered to attend, the following data shows the breakdown of interest group, gender and age of people attending each session.

<b>Port Lincoln</b>		<b>Ceduna</b>		<b>Port Augusta</b>		<b>Victor Harbor</b>	
Registered	30	Registered	13	Registered	18	Registered	60
Male	15	Male	4	Male	5	Male	30
Female	9	Female	6	Female	5	Female	19
Other/blank	6	Other/blank	3	Other/blank	8	Other/blank	11
Landowner	10	Landowner	1	Landowner	6	Landowner	33
Volunteer	8	Volunteer	3	Volunteer	3	Volunteer	19
Primary Producer	5	Primary Producer	0	Primary Producer	3	Primary Producer	21
Industry Sector	4	Industry Sector	4	Industry Sector	1	Industry Sector	6
Aboriginal Community	0	Aboriginal Community	6	Aboriginal Community	0	Aboriginal Community	5
Educator	0	Educator	0	Educator	0	Educator	10
Community Member	7	Community Member	5	Community Member	1	Community Member	24
Community Sector	3	Community Sector	0	Community Sector	0	Community Sector	2
Environmental NGO	1	Environmental NGO	0	Environmental NGO	3	Environmental NGO	5
Other	8	Other	4	Other	5	Other	8
No. of ages provided	21	No. of ages provided	7	No. of ages provided	7	No. of ages provided	42
Average age	59.6	Average age	52.8	Average age	46.7	Average age	59.1
<b>McLaren Vale</b>		<b>Murray Bridge</b>		<b>Kingscote</b>		<b>Clare</b>	
Registered	61	Registered	34	Registered	39	Registered	32
Male	29	Male	18	Male	14	Male	9
Female	23	Female	10	Female	9	Female	10
Other/blank	9	Other/blank	6	Other/blank	16	Other/blank	13
Landowner	14	Landowner	6	Landowner	21	Landowner	10
Volunteer	23	Volunteer	5	Volunteer	9	Volunteer	10
Primary Producer	8	Primary Producer	6	Primary Producer	10	Primary Producer	4
Industry Sector	4	Industry Sector	2	Industry Sector	4	Industry Sector	1
Aboriginal Community	7	Aboriginal Community	1	Aboriginal Community	0	Aboriginal Community	0
Educator	10	Educator	3	Educator	5	Educator	1
Community Member	24	Community Member	3	Community Member	14	Community Member	12
Community Sector	8	Community Sector	4	Community Sector	1	Community Sector	4
Environmental NGO	9	Environmental NGO	9	Environmental NGO	3	Environmental NGO	1
Other	8	Other	8	Other	5	Other	3
No. of ages provided	43	No. of ages provided	19	No. of ages provided	14	No. of ages provided	15
Average age	55.5	Average age	47.6	Average age	57.7	Average age	56.3
<b>Glenunga</b>		<b>Mawson Lakes</b>		<b>Gawler</b>		<b>Coober Pedy</b>	
Registered	74	Registered	68	Registered	69	Registered	12
Male	30	Male	29	Male	26	Male	3
Female	30	Female	27	Female	32	Female	2
Other/blank	14	Other/blank	12	Other/blank	11	Other/blank	7
Landowner	14	Landowner	6	Landowner	24	Landowner	4
Volunteer	25	Volunteer	19	Volunteer	36	Volunteer	2
Primary Producer	1	Primary Producer	2	Primary Producer	12	Primary Producer	1
Industry Sector	5	Industry Sector	6	Industry Sector	12	Industry Sector	2
Aboriginal Community	6	Aboriginal Community	8	Aboriginal Community	8	Aboriginal Community	0
Educator	11	Educator	13	Educator	4	Educator	2
Community Member	31	Community Member	24	Community Member	21	Community Member	4
Community Sector	9	Community Sector	8	Community Sector	7	Community Sector	0
Environmental NGO	8	Environmental NGO	17	Environmental NGO	11	Environmental NGO	1
Other	10	Other	14	Other	14	Other	3
No. of ages provided	49	No. of ages provided	45	No. of ages provided	44	No. of ages provided	2
Average age	56.2	Average age	52.0	Average age	53.6	Average age	29
<b>Mount Barker 29th</b>		<b>Mount Barker 30th</b>		<b>Berri</b>		<b>Yunta</b>	
Registered	25	Registered	60	Registered	35	Registered	9
Male	11	Male	27	Male	15	Male	
Female	8	Female	22	Female	11	Female	
Other/blank	6	Other/blank	11	Other/blank	9	Other/blank	
Landowner	14	Landowner	25	Landowner	16	Landowner	2
Volunteer	10	Volunteer	19	Volunteer	16	Volunteer	
Primary Producer	6	Primary Producer	6	Primary Producer	10	Primary Producer	6
Industry Sector	8	Industry Sector	5	Industry Sector	6	Industry Sector	
Aboriginal Community	1	Aboriginal Community	0	Aboriginal Community	0	Aboriginal Community	
Educator	5	Educator	8	Educator	3	Educator	
Community Member	12	Community Member	21	Community Member	24	Community Member	
Community Sector	4	Community Sector	1	Community Sector	3	Community Sector	
Environmental NGO	6	Environmental NGO	17	Environmental NGO	7	Environmental NGO	
Other	4	Other	8	Other	5	Other	1
No. of ages provided	13	No. of ages provided	40	No. of ages provided	20	No. of ages provided	2
Average age	46.6	Average age	59.5	Average age	60.8	Average age	54.5

Leigh Creek		Marree		Grange		Mount Gambier	
Registered	13	Registered	5	Registered	44	Registered	23
Male	3	Male	2	Male	12	Male	13
Female	5	Female		Female	14	Female	8
Other/blank	5	Other/blank	3	Other/blank	18	Other/blank	2
Landowner	5	Landowner	1	Landowner	12	Landowner	6
Volunteer	2	Volunteer		Volunteer	18	Volunteer	6
Primary Producer	1	Primary Producer	1	Primary Producer	1	Primary Producer	7
Industry Sector	2	Industry Sector		Industry Sector	3	Industry Sector	2
Aboriginal Community		Aboriginal Community		Aboriginal Community		Aboriginal Community	
Educator	1	Educator		Educator	9	Educator	
Community Member	8	Community Member		Community Member	17	Community Member	6
Community Sector		Community Sector		Community Sector	3	Community Sector	1
Environmental NGO	3	Environmental NGO		Environmental NGO	4	Environmental NGO	3
Other		Other	1	Other	4	Other	5
No. of ages provided	5	No. of ages provided	2	No. of ages provided	18	No. of ages provided	21
Average age	59.2	Average age	41.5	Average age	59.5	Average age	54.0

Bordertown		Meningie		Marion	
Registered	30	Registered	21	Attended	42
Male	13	Male	8	Male	10
Female	5	Female	8	Female	20
Other/blank	12	Other/blank	5	Other/blank	12
Landowner	14	Landowner	5	Landowner	9
Volunteer	6	Volunteer	4	Volunteer	16
Primary Producer	11	Primary Producer	4	Primary Producer	1
Industry Sector	3	Industry Sector	3	Industry Sector	1
Aboriginal Community		Aboriginal Community		Aboriginal Community	
Educator	2	Educator	2	Educator	3
Community Member	11	Community Member	6	Community Member	6
Community Sector	1	Community Sector	2	Community Sector	2
Environmental NGO	5	Environmental NGO	5	Environmental NGO	5
Other	8	Other	6	Other	3
No. of ages provided	14	No. of ages provided	13	No. of ages provided	13
Average age	55.6	Average age	52.7	Average age	54.0

### 1.3.3 Engaging with Aboriginal Nations

Whilst there was representation from Aboriginal nations at several of the above community forums across the state, and strong input received around ongoing engagement of Aboriginal communities in natural resource management decision making in to the future, advice from leaders was sought throughout the engagement process to identify opportunities for further focussed engagement, as they arose.

This included taking up opportunities to engage with the Statewide Native Title Group, hold specific sessions for the Kurna, Four Nations communities (Kurna, Peramangk, Ngadjuri, Ngarrindjeri) and Point Pearce Aboriginal community, meet with members of the APY Land Management Executive and South Australian Native Title Services.

### 1.3.4 Meetings with NRM Boards

The 8 NRM boards were met with to seek their knowledge and expertise around the existing natural resource management system, seeking input around the same key reform proposals that were shared with the community. These board meetings included:

- Kangaroo Island NRM Board - 21 August
- Eyre Peninsula NRM Board - 27 August
- Adelaide and Mount Lofty Ranges NRM Board - 6 September
- South Australia Arid Lands NRM Board - 10 September



- Northern and Yorke NRM Board - 11 September
- SA Murray-Darling Basin NRM Board - 17 September
- South East NRM Board - 17 September
- Alinytjara Wilurara - 2 October

### *1.3.5 Engagement with staff*

Alongside the public engagement process, internal engagement with staff was undertaken via 11 facilitated staff sessions across the state, based on the same key proposals. An additional 4 internal sessions were facilitated by staff for staff using the same format.

An internal iShare page was developed to provide staff with further information about the reforms and how they can could get involved and provide their feedback. Staff could choose to provide anonymous feedback based on the Discussion Paper via a secure online form.

Alternatively, group submissions could also be made from branches or teams by emailing the Landscape Reform inbox. Some staff also made written submissions.

The reports from the internal engagement process and written submissions made by staff have been supplied separately to the Minister for consideration.

### *1.3.6 Focussed conversations*

Towards the end of the engagement process focussed conversations were facilitated with Aboriginal Nations, and stakeholders including local government and young people to share with them what had been said during the engagement process to enable deeper conversation to occur.

Concurrent sessions with the Primary Production and Conservation sectors were also held, bringing them together for a combined workshop afterwards.

Towards the end of the engagement process, the NRM Partners met again, providing opportunity to debrief on what had been heard during the engagement process. Focussed conversations undertaken included:

- Local Government Planning and Environment Forum – 13 September
- APY Lands Management – 27 September
- Youth and Community in Conservation Action – 29 September
- Kurna workshop – 2 October
- Primary Producers organisations – 3 October
- Conservation organisations – 3 October
- Combined Primary Producers, Conservation organisations and NRM Partners – 3 October
- NRM Partners – 4 October
- Four Nations workshop – 10 October
- Native Titles Services meeting - 11 October

### *1.3.7 Online engagement*

The face-to-face engagement was complemented with the opportunity for online commentary.

A page was set up on the state governments YourSAy portal with opportunity to learn about the reform via video, the Discussion Paper, the Discussion Paper Summary, and the FAQ document. Members of the public were able to make comment on the page and these comments have been included in the appendices of this report. The opportunity to comment online was promoted in the Discussion paper, in letters to stakeholders, via social media and in local newspaper adverts.

There were 8,473 unique views of the Managing our Landscapes page on YourSAy during the engagement period. The Discussion Paper was downloaded 754 times. 64 people participated in the online discussion and their comments can be found in the appendices of this report.

### *1.3.8 Written Submissions*

A total of 194 written (email and letter) submissions were received by the Independent Facilitator from individuals and organisations with the community. These can all be found in the appendices of this report, minus 3 submissions that were made confidentially. The confidential submissions have been provided separately to the Minister for consideration.

### *1.3.9 Staff-led community engagement*

Demand for engagement within the community was high, and whilst the facilitation team undertook vast engagement facilitating 60 conversations with over 800 people, there was still demand for more. Where the facilitation team weren't able to meet with a group of interested people, staff from the Department for Environment and Water were equipped with a process to undertake their own engagement with communities.

This occurred on three occasions and in the interest of transparency, these sessions are collated separately in the appendices of this report.

## 2 | What's Working Well



In all meetings and community forums we asked participants to consider and discuss the main things they feel are working well in the existing natural resource management system.

The below summary provides an overview of the top six themes we heard again and again when we asked people what they feel is currently working well in natural resource management. We have also included references from other input received.

All forum reports, meeting notes, online commentary and written submissions can be found in the appendices of this report.

## 2.1 Frontline staff

When we asked what is working well in the current natural resource management system, there was overwhelming appreciation and respect for the staff across the majority of the state, and more specifically front-line staff involved in delivering ‘on the ground’ activities.

Local staff connection with community, and their level of professionalism within ‘local ranks’ were highlighted as working well in Port Lincoln. Specific staff, and their role in facilitating local programs were attributed as being a great resource. In Ceduna, staff in local offices were said to be working well. In Port Augusta, on-ground staff working in rural areas who enable local decision making with the local community were said to be working well.

In Victor Harbor, it was noted that some participants felt staff being passionate about what they do and doing their best was noted as working well. The role of volunteer support officers was noted as working well and needing to be maintained and retained. The Local District Officer model was noted as good and there was a request to keep well qualified staff and experts.

In McLaren Vale, the success of projects was noted as being reliant on good officer and landholder relationships with the McLaren Vale Biodiversity Project being noted as a great example of a project working well based on trust and good relationships. Participants noted the easy access to staff across a whole range of areas of expertise.

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**“Volunteers need leaders who are well educated in biodiversity to support and co-ordinate their activities... I have found the present staff at AMLR NRM to be extremely helpful and supportive because they have the same goals as we do.”**

Valerie Wales, via written submission

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In Mount Barker, participants noted that they don’t want to lose the expertise of existing staff and their vital role in supporting volunteers. In Murray Bridge, some participants noted that the right people have been employed. In Kingscote, the current staff delivering effective outcomes were said to be working well by one group of participants. In Clare, relationships between staff delivering

natural resources management and stakeholders was said to be working well, and it was highlighted that on-ground activities and relationships must be retained. In Gawler, it was again noted that local staff who are 'close to the ground' have built up good networks. In Berri, Department for Environment and Water employees and motivated individuals were noted to be working well.

At Mawson Lakes, specific staff were referenced as being invaluable, with NRM Officers and their connections with already established community groups and landholders said to be working well. Authorised Officers were said to be working well, with it good having them based at councils.

In Glenunga, it was requested that the in-house specialists be retained to provide the best available scientific support. The education focus was said to be working well and a call was made for more on-ground staff as they are crucial in achieving this. The practical support provided for Friends Groups was also said to be working well. Again, Volunteer Support Officers were highlighted as invaluable. This was also echoed in Grange. In Marion, on-ground facilitators were noted to be an excellent conduit between government and community, providing technical direction, adding value and supporting volunteers.

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**"The support that they are able to provide to schools and kindys around sustainability, climate change, food gardens, natural play spaces, water and waste has been invaluable... The staff are extremely knowledgeable and have been consistently amazing to work with."**

Vanessa Green, City of West Torrens, via written submission

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In Bordertown, the people at the local NRM office were noted as being awesome, with participants liking the friendly, respectful can-do attitude from staff. In Meningie, the friendly staff were also said to be working well.

In Coober Pedy, the Community Engagement Officers and regional staff were noted as working well by participants, including the way they communicate. In Leigh Creek, pastoralist issues being listened to was noted as working well.

In their written submission, the Friends of Sturt Gorge noted that local NRM staff and volunteer support systems have worked very well for their group of volunteers.



## 2.2 Volunteers

The role that volunteers play in managing natural resources was acknowledged as critical in many discussions across the state.

In McLaren Vale, volunteer groups across the region were said to be working well. Local Action Planning groups were also acknowledged for the support they provide.

In Kingscote and Berri, participants noted the effectiveness of Landcare projects. In Berri, participants noted that Landcare groups do exceptional work in organising volunteers, despite limited resources.

Participants at the Port Augusta community forum specifically noted that volunteer programs are working well. Participants in Glenunga noted the good support provided from people through local NRM and volunteer groups. In Mawson Lakes it was noted to value the community involvement of volunteer groups. In Gawler, community groups such as Trees for Life, Barossa Bush Gardens, Kersbrook Land Care and Buffers to Bushland through the City of Playford were noted as going a great job, but more funding support is needed.

Again, as noted above, the support from staff for volunteers was noted as valuable and critical to retain. It was noted in Mount Barker that volunteers cannot take over the role of paid staff.

Written submissions from individuals also suggested that there should be continued support of volunteers and volunteer groups including continued partnerships with them for on-ground works and an increased focus on attracting volunteers back.

## 2.3 NRM Education

NRM Education featured highly in conversation about things that are currently working well.

Education with schools was noted as working well by participants in Ceduna and engagement with schools was noted as contributing to achieving on-ground work in Port Augusta.

In McLaren Vale and Grange, NRM Education heavily featured in conversations about what is working well. Participants noted that NRM Education and schools-based learning is a major strength, especially is partnership with Local Government. One group of participants requested that NRM Education be extended to the community.

In Murray Bridge, participants said that NRM Education has had a powerful influence on the next generation of leaders. In Mount Barker, it was noted that NRM Education currently works with thousands of students, teachers, parents and members of the community. It was felt that this 'future proofing' activity would be disastrous to lose.

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**"As an educator, the NRM education program has been most valuable in attempting to get a plan for our school to be sustainable and teach environmentally sound practices to our senior secondary students."** Mandy, via YourSAy

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In Clare, NRM Education was noted as important in educating school children and should be retained. In Gawler, long term relationships were said to be working well, including through NRM Education. In Berri, NRM Education was noted to be working well, though participants called for more investment, improved logistics and resourcing.

Education was commented on by many participants at the Glenunga, Marion and Mawson Lakes community forums, with the program providing great outcomes and influence through investing in the future, and also providing a mechanism for flow on benefits to families and communities. Many people felt that NRM Education could be further built on.

Many written submissions and online comments also highlighted the positive work of NRM Education.

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**"Our early childhood Centre has been well supported by the NRM education program. The support has enabled community members and educators working together to receive practical knowledge and guidance in designing and planning improvements to the children's outdoor learning environments."** David, via YourSAy

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## 2.4 Existing programs and services

A number of existing programs and services were noted as currently working well across the state.

Specific programs and services noted to be working well included, but aren't limited to –

- The Biteback program, including dog baiting and aerial baiting programs – many participants in Port Augusta, Yunta and Marree noted this program as best practice community engagement;
- Continued marine sanctuary and coastal protection - noted in Victor Harbor;
- The Community Natural Resource Centre in Willunga, and the Willunga Environment Centre – noted by participants in McLaren Vale;
- Urban Creek Recovery Program, work programs for land restoration, noted in McLaren Vale;
- Revegetation program, fencing, guest speakers, and goat and deer pest management, noted in Kingscote;
- Landscape biodiversity projects, including Living Flinders and Rewilding Yorkes, plus fox baiting and deer control, noted in Clare;
- Education programs such as Bush Kind and the River Torrens Recovery Project, noted in Mawson Lakes;
- Incentive programs and work undertaken with respect to pest plants, noted in Gawler;
- Field Days, noted in Coober Pedy;
- Useful website and resources, noted in Mount Barker;
- Water Allocation Planning process, noted in Berri;
- Weed and pest control programs, noted in Yunta;
- EMU Program, noted in Leigh Creek and Marree;
- Field days and traveller information for the region, noted in Leigh Creek;
- Nature play and existing reserves, noted in Glenunga;
- Coastal Ambassador System, noted in Grange;
- Weather monitoring and advice on adapting to declining rainfall, noxious weed identification program and weed inspectors, noted in Mount Gambier;
- Monitoring and evaluating condition of groundwater and Bucks for Bush grant program and linkages to the Green Army, noted in Bordertown;
- Treeplanting, noted in Meningie;
- Arid Land funding for pest control, permits to control over-abundant native animal species, creation and preservation of National Parks, noted in Marion.

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**"I would like to support the great work of the Adelaide and Mt Lofty NRM in the support and advocacy of the Living Smart program."** Melinda, via YourSAy

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## 2.5 Working together

Many participants of the community forums noted that people and organisations working together was something that was working well.

Examples given included but weren't limited to –

- Collaboration across industries in the South East (Mount Gambier);
- Good working relationship between EP NRM and AW communities of Yalata and Oak Valley (Scotdesco);
- Listening to pastoralists issues (Leigh Creek);
- Partnerships between NGOs, community and government (Mount Barker);
- Council partnerships – NRM Placement hosted positions (Gawler);
- McLaren Vale Biodiversity Project (McLaren Vale);
- Connections 'at the coal face' with landholders as partners (Glenunga);
- Opportunities for community to be involved in water allocation planning (Murray Bridge);
- Joint projects with Birds SA and NRMs working well (Conservation Council member groups).

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**"We currently have a great working partnership between NRM Education and the Cities of Marion, West Torrens and Holdfast Bay, to deliver three school garden professional development workshops across our three council areas annually."**

Melissa, City of Holdfast Bay, via YourSAy

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NRM Groups were also noted to be invaluable as a way of working together with the community by participants in Port Augusta, Coober Pedy, Yunta, Leigh Creek, Marree and Murray Bridge.

In Port Augusta, it was noted that given the vast area of the region, these groups are able to maintain an on-the-ground community presence and should be further supported, or their role enhanced. This was also noted in Murray Bridge and participants felt that they should be recognised in the legislative changes.

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**"The NRM Group structure does allow a connection between the local landowner and the NRM Board. It is very effective in educating the local landholders in their role in natural resource management and in making meaningful connections with local government."**

Roger Wickes, via written submission

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In Coober Pedy, NRM Groups were noted as working well and gives people a say in the way they currently work. In Yunta it was noted that NRM Groups work well but could be given more influence over how money is spent. In Leigh Creek, it was felt that these groups work well and should be retained, possibly with a greater role in representing the community or influencing decision making.

In Marree, the local NRM Groups allow for local communities to work together in their local area, feeding information and advice back up to the board.

The North Flinders NRM Group felt that the NRM group model was helping to achieve most of the five principles and felt that this model represents decentralised decision making. The North East Pastoral NRM Group felt that a lot of the priorities are being achieved by NRM groups who are local decision makers and raising awareness of NRM in their district. This was also echoed in the written submissions from the SA Arid Lands NRM Board and the Innamincka-Maree NRM Group.

In their written submission, the City of Unley noted the valuable collaboration with the Adelaide and Mount Lofty Ranges NRM Board since 2008. They included areas such as storm water, climate change, NRM education, urban living programs, and collaboration with council designers with Water Sensitive Urban Design projects as being good.



## 2.6 Traditional Owners

During the engagement process, many positive things were said about the work that has been undertaken to involve Aboriginal communities in the environment or natural resource management system to date.

In Ceduna, the model of co-management with traditional owners was noted as having been effective within parks and Indigenous Protected Areas governance structures, noting that both of these are not directly related to the NRM Act or planned Landscape SA reforms, but provide good examples of co-management working well.

Participants in Victor Harbor noted Aboriginal representation on boards. In Murray Bridge, effective programs in getting Aboriginal community making a significant difference on the ground was working well.

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**“SA has the only full Aboriginal Board in Australia and it is a model that other first nations around the world can see works and should not be lost. A change without good reason that the first Nations people see is real sends the wrong message.”** Neil, via YourSAy

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In Glenunga, it was noted that the Adelaide and Mount Lofty Ranges NRM Board have come a long way in Kurna engagement, especially regarding language and signage. In Mawson Lakes, participants also noted that partnerships with Aboriginal communities were working well.

The involvement of Aboriginal communities was identified as a priority by participants during this reform process, building on what has already been achieved to date. Further detail of this can be found later in this report.

# 3 | Top 20 Priorities for Natural Resource Management Reform



YELLOW: PRIORITIES FOR THE REFORM

Local Decisions

LOCAL  
DECISION  
MAKING

Accountability

Planning & Engagement

SIMPLIFIED  
PLANNING  
PRIORITIES

to engage, clarify  
support and roles  
and re-organise  
local knowledge into  
plans

Stewardship  
priorities as  
Coastcare  
Planning

Planning

Funds

REDISTRIBUTION  
OF FUNDING  
TO REGIONS

Good funding  
information, design  
and advice for  
submitters

ADAPT FUND  
- will be able  
to get funds  
from city and  
to regions

Clearer reporting  
on funds in  
working landscape

Agencies and  
partnerships need  
to be supported  
funding in scope

Board

ISOMAS  
SELECTION  
CAPACITY

Balance boards  
- mix of skills &  
representation

more subgroups  
within the  
board system

ON-GROUND  
WORKS

Landcare and  
Coastcare  
coordination

\*Landcare gaps  
might be  
reinstated

Water

WATER  
RESOURCES

Landcare and  
Coastcare  
coordination  
(Water Security)

Education/Community  
Groups

More education  
for submitters  
practices in  
market control  
landcare opportunities  
climate change  
best practice

In all meetings and community forums we asked participants to consider and discuss the priorities that they would like this reform process to achieve in relation to natural resource management in their region.

Where groups were large, the facilitator asked participants to work in small groups to discuss their priorities and reach a consensus on the top priorities. The facilitator then sorted the priorities in to themes and shared them with the whole group for discussion. Where groups were smaller, the facilitator either asked individuals to identify their top three or five priorities, or simply discussed priorities for the region as a whole group.

As a result of the above process, an outcome of every meeting or forum was a set of priorities for the reform relating to that region, themed in to overarching priority headings. These headings have been used to shape this section of this report and act as a point of reference for all input received whether via face-to-face meetings, written submissions or online commentary.

The facilitators also explored key reform proposals with those who attended face-to-face meetings. Whilst these overlap with many of the priorities raised at the beginning of each meeting, commentary provided during the process is discussed in later sections of this report.

All forum reports, meeting notes, online commentary and written submissions can be found in the appendices of this report.

The below summary provides an overview of the Top 20 priorities for reform that we heard. They are ordered starting with the most commonly discussed priorities.

## 3.1 Funding

Many people stated that funding is one of the most fundamental and critical items in the whole reform discussion. Many were worried that the reform could just be a cost shifting exercise, and that the current finite 'bucket of money' has no potential for more resources through the reform process. Many agreed that natural resource management demands and requires more resources. Several stakeholders questioned whether the proposed governance changes would really affect the availability of funding for more ongoing action.

### 3.1.1 State treasury funding

We received many comments relating to the role that society has to play in funding the sustainable management of the environment.

The issue of recent funding cuts was raised in various locations, with participants concerned about the impact on resourcing, and also staff morale. It was noted that many dollars have been lost from the system over the last two decades. Participants in Mount Barker raised concern at budgets being at a 20-year low for both federal and state government funding for the environment.

At the combined conservation and primary producer organisation meeting it was felt that there needs to be a more substantial dedicated state budget that is committed to the environment. Members of the group commented that they would like to support the Minister for the Environment and Water in obtaining at least 5% of the state budget to be directed to soil, water and biodiversity management. It was felt that the state has incredible assets that need to be returned to good health, and with climate change coming, we need to be preparing for that too.

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**"We wish to take this opportunity to highlight the severe and concerning lack of State and Commonwealth investment in natural capital which impacts on NRM Boards' ability to achieve ensuring NRM outcomes... State funding must increase if levies are not increased and it must be targeted at those people in the landscape who can make the best, informed decisions based on science..."**

Native Vegetation Council, via written submission

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The same topic was raised around the state. Participants in Port Augusta want to see an increase and guarantee of treasury funding, in addition to NRM levy, to be 3% of the state budget. They would like this funding to be written into the legislation. In Grange, there was strong commentary that questioned why there is a levy for environment when other areas of government don't have a levy but rely on the overall state funding 'pot'. People in Murray Bridge stated that the Department for Environment and Water should contribute funding to the Landscape Board programs.

In Meningie, participants noted that state funded programs are essential to support on the ground actions undertaken by the boards. They felt that this ongoing support and balance between state and local action is a necessity.

In Mount Gambier, it was felt that the funding for pest plant and animal control, soil and water management for public lands must not come from the levy. These programs need to be well coordinated with NRM programs but should be paid for by either the relevant department or funded by the state.

In Berri, participants agreed that money raised through levies in the region should be spent in the region but felt strongly that the Murray-Darling is a state resource, and this should be funded accordingly.

In the written submissions from individuals, some people expressed a general wish for increased funding for certain aspects including Mount Lofty Botanic Gardens, pest plant and animal control, Aboriginal people, volunteer groups, and the environment in general.

### *3.1.2 Redistribution of levy funds to regions*

It was widely accepted that equitable distribution of funding across the state will be essential. This included both the acknowledgement that levies raised in a region should be returned to that region, as well as the acknowledgement that a proportion of levies collected within the Green Adelaide region should be redistributed to support those regions with less opportunity to raise income from levies.

In Glenunga, the distribution of levies, was acknowledged as being a very tricky and sensitive topic but collecting a levy on a state basis with allocation then being based on environmental needs or values would be ideal. However, it was noted that boards having to bid for their budget could be problematic and that if the model that is being proposed goes ahead, then Green Adelaide should definitely give a bigger proportion of dollars to the regions.

In recognising the difference between regions, such as issues, conservation values and rate base, participants in Mount Barker suggested the redistribution of dollars to the three quarters of the state's landscape with low human population, such as the Arid Lands, Eyre Peninsula and Alinytjara Wilurara. Participants in Yunta noted that the size of each region must be taken in to account.

Participants in Victor Harbor talked about the need for levies to be allocated to where the problems are. In Port Lincoln, the need for redistribution to the region was highlighted and participants in Murray Bridge gave strong support for the reallocation of funds from Adelaide to the regions, particularly to support on the ground initiatives. Participants in Kingscote noted that the appropriation of levy funds from Green Adelaide, as well as additional state budget allocation, were critical for the Kangaroo Island. In Berri, participants were keen to see levies raised in the region being spent to benefit the region that pays them.

In conversation with the Northern and Yorke NRM Board, there were overall concerns about funding and distribution of the levy, with members noting that they are worried that the sums don't add up as to how boards will survive with levy income being distributed to other pots such as the Landscape Priorities Fund and Grassroots Program. They felt that there needs to be further work or information in explaining the anticipated distribution of funds.



In the final meeting with the NRM Partners, it was suggested that the \$2million Grassroots Grants program and Landscape Priorities Fund should come straight out of the levies collected in metropolitan Adelaide, rather than collecting levies back from the regions. It was agreed that this would be a simpler and more acceptable process that is consistent with the principles of decentralisation.

In their written submission, the SA Wine Industry Association noted that they are concerned that the proposed reform may not address the disturbing past trend of 'cost-shifting' that, in their opinion, may have diminished the funding available for on-ground activities.

More input regarding levy calculation, collection and distribution can be found later in this report.

### *3.1.3 Transparency of levy calculations and distribution*

Transparency and coordination of how levies are calculated and distributed was highlighted as very important by many people across the state. Participants in Mawson Lakes accepted that a portion of levies raised within Adelaide would be distributed to the rest of the state, as long as it was well explained and there was a clear strategy and coordination across the state. Participants in Mount Barker were happy to retain the levy on the grounds that it is used wisely.

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**"I only ask one thing. If we have to have these levies or taxes or whatever at least have the courtesy to tell us what OUR money is being used for."** Paul, via YourSAy

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Representatives from the conservation sector agreed with the allocation of available levy funds collected in metropolitan Adelaide being made available across the state, particularly for use by groups and organisations to access for specific projects.

The City of Victor Harbor, along with other Councils in their written submissions noted that greater transparency is needed in income and expenditure to gain community support.

Members of the SA Murray-Darling Basin NRM board would like to see the Act strengthened in communicating why a levy is in place, and that this is a good opportunity to clarify how levies are collected and distributed across the state. Conversation included that the difference between a land and water levy is clunky at the moment and this makes it difficult to communicate why the levies are in place. The group noted that there is an inconsistency of philosophies across the regions, for example this board land based and water-based levies are pooled, and spent on highest priority things, whereas in other regions this is done differently.

### *3.1.4 More funding to 'on-ground activity' and less spent on bureaucracy*

Many people around the state commented on a desire to see funding being allocated to directly achieving environmental outcomes rather than spent on unnecessary administration.

Participants in Victor Harbor noted that a lot of money is paid in levies and showed concerns with how much is spent on bureaucracy. They suggested that funds be used to achieve objectives and not go to administration and management.

Representatives from the Conservation sector echoed this sentiment, calling for more resources to ensure efficient delivery, especially via community and well-established non-government organisations, rather than this resourcing being concentrated in bureaucracy. Mount Barker participants would like to see more funds 'hitting the ground' via non-government and not-for-profit organisations.

Participants in Glenunga requested adequate funding for on-ground works. They would like to see funding for community groups clearly and fairly allocated. They would like to see environmental monies being spent on environmental projects.

Similar sentiment was shown on Kangaroo Island, with requests for funding to 'hit the ground' more effectively, being less top heavy. In Berri, funding was also identified as a priority by the majority of participants, with increased dollars and resources needed for on-ground works.

The Eyre Peninsula NRM board supported the concept of trying to retain more money in the region for delivery of on the ground services, minimising the dollars that go back into government for administrative purposes, as well as having the autonomy to seek services from the region that are price competitive.

Requests for specific grants were common in our conversations, such as participants in Kingscote wanting to see more grants for private farmers; and there were requests for funding for pasture cropping practices, pest plant control and to educate landholders on livestock management practices from participants in Port Augusta. People in Gawler also talked about greater support being needed for land holders to make change, through demonstrating how change can work.

Participants in Gawler requested it be noted that there is only so much on-ground activity that can be done by volunteers and their good will. Adequate funding is essential.

The focussed conversation we had with young people identified a strong vision for the future where funding for community projects is abundant.

### *3.1.5 Budgets managed by Boards*

Local decision making regarding how money is spent was raised as a high priority.

This sentiment was particularly strong in the Arid Lands region. Participants in Leigh Creek felt strongly that the local region is best placed to decide how funds should be spent. In Port Augusta,

self-determination of budgets by the new boards was really important, ceasing the ‘capture’ of funds by South Australian government agencies. The participants in Marree felt that the money collected from the levy should remain in the region under the control and management of the Board. In Yunta, it was felt that the region should decide where the money is spent as the local community are best placed to understand the most pressing issues that the region is trying to manage.

To the same point, in Berri participants felt that boards should have final approval for monies being spent on cross-boundary projects and that the money shouldn’t just be taken from the budget. Boards should work together to make decisions on where the money should be spent. In this region, the proposal of boards having control of their own budgets was welcomed, with the opinion that they can deliver more efficiently than government.

At the Meningie community forum, people felt that decisions that are made at the state level need to be made in consultation and collaboration with the boards, for example, in making decisions to de-list weed species, engagement with local landowners who may be affected, need to be taken into account. They said a bottom up approach is needed in order for such decision making to be informed.

### *3.1.6 Access and timeliness of funding*

Some participants across the state gave priority to making funding more easily accessible. A conversation held in Scotdesco highlighted the current difficulty in accessing funding for projects, with excessive bureaucracy in applications and reporting processes in place. This was echoed in Coober Pedy with a priority for more easily accessible funding. One participant in Mount Barker would like to see a reduction in the time spent applying for grants.

The timeliness of funding was also raised during the engagement process. Specifically, participants in Mount Barker, Berri, and Kingscote requested more long-term reliable funding to support longer-term environmental projects and plans, including ongoing maintenance and monitoring of projects. Participants in Berri suggested 3-year funding.

Continuity of funding from projects was noted as important by participants in Mount Barker, with examples being provided where a good start had been made on projects but no follow up occurred due to termination of funds. The timing of funding was also discussed, with specific examples of processes taking up to six months to receive support for relatively simple projects. Participants would like to see an ongoing funding commitment where access to funds, information and advice is readily available when needed.

The SA Arid Lands NRM Board felt that the current grants program makes for uncertainty and therefore creates difficulty when trying to plan and deliver programs and projects.

In the written submissions from individuals, one person specifically pointed out a need for more long-term funding for pest control and others mentioned, in relation to volunteer groups, that funding (specifically grants) needs to be easy to apply for and they didn’t want a system where volunteer groups were solely dependent on grants as before.

### 3.1.7 Alternative sources of funding

In Gawler there was discussion around finding innovative ways to raise funds to protect landscapes, other than via the levy, such as tourism assets which ultimately attract people to the region. The concept of finding innovative ways to raise alternative funding was discussed in other regions too.

One participant in the combined conservation and primary production sector meeting acknowledged that there should be opportunity to consider the possibility of increasing the 'bucket of money' available for natural resource management. He suggested that we need to think innovatively about how we do this and suggested that the concept of match funding has worked well at a national level for organisations he has worked with.

### 3.1.8 Greater funding for staff resourcing

Whilst the staff on the ground are seen as a major strength of natural resource management across the state, our conversations told us that the community want to see more of these staff funded to be 'at the coalface and less in the office'. One Yunta participant wrote that "a boots on the ground approach" was needed.

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**"Less suits, more flannelette shirts!"**  
Participant at Yunta community forum

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In addition to financial support, people in Glenunga noted the importance of staff knowledge, mentoring and support for community groups. In Bordertown, more on-ground staff with decision making ability were sought. A participant in Gawler referred to visible damage being caused in Parks and felt that limited staff visibility and enforcement was an issue.

## 3.2 Planning, Accountability and Coordination

### 3.2.1 Planning

As part of the engagement process, many people asked about the status of current NRM plans and whether they will be rolled over. Participants in Mount Barker noted that a lot of work has gone in to the current plans and they would not want them to be lost in the transition. Some participants in Berri felt strongly that an audit should be undertaken of planning work already undertaken, rather than coming up with new plans all the time. In Scotdesco, the Healthy Country Plan currently under development was referenced several times as a valuable piece of planning work that should be utilised by Landscape SA in the future. Participants do not want the good work already put into this plan to be lost. Participants in Bordertown noted the 5-year plan already set up is based on community decision making.

The current Eyre Peninsula NRM Board explained that their current plan took five years to develop and, in their opinion, would be well aligned with the Minister's key principles of the reform. It included extensive community consultation and significant investment by staff. They are concerned that reducing it to a five-year plan would potentially see a loss of continuity. They feel a longer-term vision is needed. The transition process to a new model needs to consider plans that have been recently developed and actioned. This board also felt that to avoid regions having multiple disconnected plans (such as Native Vegetation, NRM, Coast Protection), the state needs an overarching plan that individual boards 'roll up' in to.

The Northern and Yorke NRM Board also recently spent 18 months developing a 10-year Business Plan, engaging the community through a Community Action Planning process in doing so. The board, staff and community are very proud of this plan. It was felt that 5-year plans are too short.

At the Port Lincoln community forum, simplified planning with measurable outcomes was desired. In Clare, people felt that the boards must be strategic, not operational. In Leigh Creek, participants felt that the region should prioritise what it is going to 'chase' – and remain focussed and committed to those priority issues and ensure resources and funding are allocated accordingly.

A long-term view of natural resource management was felt important by participants in Mount Barker, particularly to assist in finding the balance between conservation and sustainable production. They suggested rather than a 5-year plan for each board (which was felt to be too short when dealing with landscapes), each board prepares a 20-year vision, and then has 5-year plans containing actions to help reach that vision. Participants in Berri felt the same, spending some time discussing visioning and planning, with a longer-term view that is driven by local people being sought. They also proposed a 10-20 year bipartisan vision for the region, noting that a 5-year agreement on projects is just not long enough. A participant in Grange noted that rather than having a bipartisan planning process, she suggested boards having a 4-year plan to align with the political cycle.

The Adelaide Mount Lofty Ranges NRM Board also felt that 5-year plans for the boards aren't long enough. They suggested that if there are going to be 5-year plans then they need to be nested within longer term plans, such as 20-year plans.



The SA Arid Lands NRM Board feel that boards need to be more involved in setting the state policies as they represent the community and can provide valuable insight into the key issues.

In Grange there was a suggestion around the concept of a separate board to focus on the River Torrens, particularly relating to all council areas that have the Torrens (and associated creeks) running through should work together. The same suggestion was made with regard to councils in coastal areas.

From the written submissions from individuals, there were some comments supporting simplified planning with plans being for 3-5 years, only being principles and not dictating actions, integrating all aspects into one plan, and using evidence to support planning goals. One person specifically mentioned simplified water action plans. There were also comments regarding Aboriginal engagement and participation in planning. One person also noted that the Community Action Planning groups are working well in the Northern and Yorke region and they want to see that continue.

In the written submission from the Eyre Peninsula LGA, it was suggested that the new boards shouldn't re-plan but instead use existing plans. It was also noted that community want to see outcomes not outputs.

In their written submission, Greening Australia suggested setting agreed priorities that facilitate the streamlining of regional planning. They would like to see a scientific evidence-based landscape plan as the basis of local prioritisation actions and feel that this will streamline priority planning actions at the regional and local levels. They noted that a consistent format and terminology can be established at a state level in language that is accurate but accessible, that can then be applied to regional planning.

### **3.2.2 Accountability**

In Kingscote, the question of 'who controls the board' was asked by one participant, and it was suggested the answer was currently centralised government. Participants were keen to see the board have independence from the Department of Environment and Water. Another participant asked if the board was a 'puppet' of government – because they felt it certainly shouldn't be. Participants in Victor Harbor requested no political interference, to enable fearless decisions to be made.

A participant at the Youth and Community in Conservation Action session questioned that if the Landscapes Boards are kept 'at arm's length from the government', how will they be kept accountable? Another young person questioned how this new Act will ensure that the same issues with NRM won't happen again.

At the local government focussed conversation, one participant suggested that there needs to be some high-level guidance for Boards and questioned the role of the state strategy in informing this. He questioned whether the state strategy would be prepared first, and then the regional plans. There was also a suggestion to focus more on the accessibility and communication of the plans, noting the need to have a narrative that gets the community on board.

Members of the group in Kingscote were pleased to have a Minister that is not so risk averse but suggested that the Minister needs to have a direct relationship with the local Boards, and those boards need direct access to the Minister. Decentralised decision making is good, but this direct relationship is important.

In Ceduna, participants asked how the boards will be held accountable. One participant noted that giving greater autonomy will require great governance. At Victor Harbor, clear definitions and principles were noted. Clear distribution between strategic and operational matters were called for. Several participants in Gawler said that they would like to see clear and regular reporting of works being delivered locally.

Members of the SA Murray-Darling Basin NRM Board felt that there is a lack of clarity around roles and responsibilities. For example, Corellas are often raised as an issue, but these aren't the responsibility of the NRM Board and they have no role in managing them, but it can be frustrating because it isn't clear who has this role. This board would like to see clearer roles and responsibilities and feels that this is a good opportunity for the Minister to talk about roles and responsibilities including the board, the department, local government, partners, and so on.

In Grange, outcomes and reporting were a priority, with participants wanting to see clear key performance indicators linked to core natural resource management outcomes, with better transparency of the investment of the levy. At the Marion community forum, participants wanted to see improved transparency and accountability with set milestones that are monitored.

Participants in Coober Pedy noted government agency accountability as a priority. In Mount Barker, responsibilities in managing land need to be better extended to large government landholders and the Crown and they need to be held accountable.

In their substantial written submission, the Nature Conservation Society of South Australia noted an important aspect of the reform will be improvements to monitoring in order to evaluate the impact of the investment made by the community in the management of our landscapes, ensuring it is effective and that results can be used to inform future efforts. They advocate for a rigorous and transparent monitoring and reporting framework for each region that demonstrates how project management activities and programs are addressing identified priorities and targets within the Landscape Plans.

### **3.2.3 Co-ordination**

From the community forum in Yunta, we heard that there needs to be better coordination across government departments and different levels of government with respect to the administration of the various legislative requirements. For example, a secure dog fence (Federal funding) will effectively support the Biteback program which will in turn help the Bounce Back Program and improve ground cover. Unless all of these programs work together, and adequate funding provision is made for the dog fence, investment in only one of the three will not realise the desired outcomes. Landscape SA needs to better integrate with other areas of government to ensure maximum effect. A collaboration between all government departments is required and participants felt that there

are currently silos working autonomously. Similarly, in Port Augusta, members of the group wanted co-ordinated pest plant and animal control across land tenures.

The same sentiment was expressed in the Leigh Creek forum, with natural resource management needing to be embedded in environmental management across private parks, state parks, properties, Aboriginal Nations, and so on. Participants said that going 'back to basics' is fine but this approach will need to be communicated and coordinated, at the regional level. Participants said that programs need to be at a landscape level ensuring all property owners in a region are on board otherwise if one property deals with Mexican Poppy weed and another doesn't then the program is a waste of time.

Similar sentiment was noted in metropolitan Adelaide at the Grange community forum. It was noted that many people and groups are trying to do things in the natural resource management space. One participant noted that streamlining the work of departments, groups and agencies to combine efforts would be more effective in delivering outcomes.

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**"Collaboration is critical. We acknowledge different statutory bodies and agencies have differing roles within outside of the broader natural resource management system, but they do also cover the same community and can have some overlapping roles and common goals..."** Pastoral Board of South Australia, via written submission

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In the McLaren Vale community forum, participants felt that cross regional and statewide priorities would need to be taken into account with decentralised boards. In Glenunga, people felt that planning processes need to be integrated and holistic with overarching coordination across regions. In Meningie, it was suggested that a strategic approach needs to be underpinned by good on the ground engagement and coordination that can leverage the support of local landowners to participate in landscape scale projects.

One participant in Kingscote highlighted that whilst Kangaroo Island is unique, there are issues that are broader than the Island so input from external expertise is needed and a bigger, broader focus and therefore good coordination is needed.

There needs to be strong integration and coordination with other Departments and legislation, according to members of the group in Mount Gambier, including greater clarity as to who does what.

At the combined Conservation and Primary Producer organisation meeting, participants felt that it is important for South Australia to perform well in a national context and that statewide coordination is critical to this. One participant suggested a statewide board that is independent and provides frank and fearless advice to the Minister. The board might also preside over some of the processes such as accrediting regional plans or selecting board members. The role of this board could also be overseeing the Grassroots Grants or Statewide Priority Fund. This would keep the coordination at arm's length from government. If there was such a group, we'd need to again think about the membership of this group to include leaders to really help South Australia stand out.

In response to a letter from the Minister seeking input regarding key priorities for the reform, Primary Producers SA noted the role of state government as coordinator, in developing statewide policies with input from regions and primary producer representation.

In their written submission, Conservation SA noted that there needs to be statewide coordination alongside regional empowerment. The organisation supports a cross-sector advisory body and would like to be part of it. It was noted that it needs to be ensured that the Department for Environment and Water has the capacity to provide policy, legislature, monitoring and evaluation, and cross regional coordination.

In the written submission from the Local Government Association of SA, it was noted that they would like to see a state-based management body (State Landscape Council) which includes local government to direct investment at state and local levels and administer state-based fund to support the management of key landscape assets across the State. They also suggested the establishment of a statewide annual business plan, including priorities, actions and statewide investment. The written submission from the Limestone Coast LGA also noted that members would like to discuss the idea of having one single body that can consolidate statewide regional issues.

## 3.3 Community Engagement

Community engagement was a big priority throughout the engagement process, with people commenting on the need for genuine, ongoing engagement in to the future. Whilst this closely related to other priorities such as partnerships and collaboration, engagement with community was a standalone phrase referenced time and time again as a priority.

Community engagement in the planning, delivery and evaluation of natural resource management were all highlighted as important, as was engagement with a number of different individuals, groups and stakeholders. In addition to this, people referenced how they would like the Minister to engage, as well as the Landscape Boards and staff on the ground.

In their written submission, Greening Australia noted that the facilitation of community engagement in natural resource management is essential in achieving water, soil and biodiversity conservation outcomes. They noted that people are central to the effective management of natural resources.

### 3.3.1 *When we want to be engaged*

The conservation sector would like to see landscape boards facilitate collaborative planning with delivery by, and with, others, noting that this could be done via the Landscape Priorities Fund and Grassroots program. In our conversations, they felt that the Landscape boards should facilitate engagement in the development of the regional plan and facilitate others to deliver via a model of devolved delivery.

One participant in Berri mentioned examples of natural resource projects being run well in the region, but without NRM board or staff involvement, suggesting that it had been easier to get things happening without them involved. Another example was given where volunteers in the community felt frustrated that they would come up with an idea and ‘government’ would take it over, ‘doing it their way’ and not engaging in doing so in the process. Following this comment, it was noted that the community would like to be equal partners at the start of planning processes, not brought in once decisions are made.

People who attended the Murray Bridge community forum felt it is important to ‘loop back’ at the end of engagement processes to ensure key groups especially those who are likely to be involved in key partnerships have the opportunity to see how their input is being used, using this engagement process as an example, wanting to know how their input has been used to shape the legislation. They also said it is important to ensure that engagement processes don’t just tick a box. In Mount Gambier, people said that communities need to be more engaged with the Boards, to understand the role of the Boards and see the relevance of the Boards. They suggested that communities need to feel empowered, involved in decision making around the priorities and see how their feedback can make a difference.

The NRM Partners talked about community-led landscape scale projects. They would like community engagement to be carefully designed to include community empowerment, whereby



communities are involved in decision making and devolved delivery. They would like to see multiple participation pathways for engagement and on-ground activities.

### *3.3.2 How we want to be engaged*

In Port Augusta, staff engagement with the community was discussed, with a preference for face-to-face engagement rather than via email or over the telephone. At a Primary Producer meeting, one participant asked for less fact sheet engagement and more face-to-face engagement and genuine relationship building.

Participants in Berri suggested that the boards stop being so invisible, noting that they don't really know what they do, noting that they would also like to see the boards stop being seen as a part of government. In Gawler too, some suggested that the Boards need to stop being invisible, stating that much good work was happening but the community weren't aware of it.

In Clare, participants requested more frontline staff on the ground for connecting with key groups, partnerships and delivering programs that make a difference. doing engagement for the sake of it. Mount Barker participants noted the need for proactive community engagement using tools such as email and Facebook, as well as connection to community groups. In Ceduna, participants requested more meaningful input in to processes, and feeling more listened to.

Participants in Berri requested non-political engagement that is independent and focusses on good communication and listening.

In Marree, participants highlighted that many people are time poor and are required to travel vast distances across the region to attend meetings which in itself results in a reluctance for some to become involved. A potential solution to this was put forward in Leigh Creek, with a suggestion that with more staff on the ground, located across the region, there would be greater opportunity to provide information, educate, create awareness and celebrate achievements. The idea of six-monthly community forums was also put forward.

At Mawson Lakes, participants saw that bringing the community together through good community engagement was important. They felt that well designed and funded community engagement, including active citizenship, is needed.

Members of the SA Murray-Darling Basin NRM Board said that they would like to see the community more involved in developing draft plans early in the process, rather than simply be presented with a final draft for comment. They felt that this part of the existing Act hasn't moved with the times, for example for Water Allocation Planning. For this, the board works with the community to understand what's up for discussion. They prepare a plan together. They consult at the end just to test that what has been discussed is reflected in the Plan. The legislation in this regard should be less prescriptive regarding consultation.

### *3.3.3 Who needs to be engaged*

In McLaren Vale there was acknowledgement of the level of knowledge and experience at the forum and it was noted that participants were keen for ongoing engagement from the Minister to help inform decision making around the reform process.

In Gawler, engagement with volunteers to achieve local action was a priority. They would like to see greater communication within the community and more primary producer involvement in things like water allocation, to enable understanding from different perspectives. They suggested more interaction and consultation between broad acre farmers (and the community in general) and natural resource managers, with greater engagement on the ground.

In Glenunga, participants would like to see Landscape Boards and communities being brought together on an equal footing. They felt that decentralisation was a good opportunity for on-ground delivery of work through local engagement. They felt that the planning process needs to be simple and engage volunteers, not just landowners, with less hierarchical management of volunteers and better dialogue.

In Clare, participants wanted to see more focus on primary industry, with better food producer involvement in natural resource management. One participant in Murray Bridge also noted concern about ongoing support with respect to land management programs to support their operations. In Mount Gambier, better and improved consultation and engagement with the agricultural sector and associated landowners was sought.

The conservation sector would like to see more opportunities for community groups and organisations to be engaged in the delivery of projects. In Victor Harbor, people also wanted to see ongoing engagement with local groups and organisations, including recognition of landowner contribution to Natural Resource Management. They noted that landowners have a lot of knowledge and concern for the environment and this needs to be captured.

Engaging with Traditional Owners was raised at the community forums all over the state. Participants wanted to see early engagement with Aboriginal people that puts them at the top of the decision making process, not simply as advisors to a decision making process, as well as engagement via co-management systems and through real and meaningful partnerships. More input regarding this is discussed later in this report.

At the focussed conversation with young people, participants questioned how Landscapes SA will involve youth in their activities. They feel it is important to normalise environmental issues via widespread participation in rectifying them. They also felt it important for more community groups to be involved in environmental science.

The South East NRM Board members noted that the removal of NRM groups lost the community to some extent and added to the disconnection with the Board and its work.

The SA Arid Lands NRM Board noted the success of the District Group model for their region and how this needs to be retained as a means to ensure regional representation and diversity across sectors. Community at all sessions in Marree, Leigh Creek and Yunta all discussed the merit for this model and the board agreed that it provides for a bottom up approach with the Board taking an added strategic view across the region.

Recognition of community input was cited as very important in Coober Pedy.

## 3.4 Partnerships and Collaboration

Closely relating to the priority of community engagement, partnerships and collaboration were regularly referenced as high priority for the reform. Whilst it is acknowledged that partnerships were noted as a current strength of the natural resource management structure in many conversations held, participants across the state highlighted improvements they would like to see.

### 3.4.1 *Actively and genuinely working together*

At the start of our engagement process, the NRM Partners talked about a desire to see active partnerships with all stakeholders in place, with good representative structure across South Australia. They would like to see a community-led focus, independent from government, but with government being a partner along with industry and community. Whilst boards would be more localised, they felt it very important that boards would still work in partnership with state government, other regions and industry to be able to take in to account a broader perspective. Later in the process, at the combined Conservation and Primary Producer focussed conversation, it was noted that great partnerships with agencies are needed and this small state can't work without this.

Participants in Ceduna suggested being more creative and innovative with partnerships, suggesting boards think outside the square to deliver programs. In Port Augusta, development of working partnerships that show true collaboration (not just ticking boxes) were desired. In Clare, participants would like to see more use of existing resources and less duplication of programs.

In Kingscote, connection to landholders was highlighted as important, with local primary producers seeking more collaboration and visible increased partnering with the farming community. Participants in Gawler suggested Citizen Science as a tool for providing great partnership opportunities.

Partnerships were a high priority in Mount Barker too, including collaboration with industry, farmers, government, and volunteers. It was acknowledged how important it is to get all of the right people involved.

In Murray Bridge, people felt that partnerships need to be elevated and be considered a priority for the new Landscape Boards. They must be true partnerships based on trust, mutual respect and clarity around roles and responsibilities. The group want to ensure that partnerships are meaningful and that there be a recognition that the delivery of regional on the ground programs can be done more effectively and efficiently through partnerships if the right support and recognition is in place.

In working together, participants in Leigh Creek felt that there needs to be a focus on personal relationships, with local people working in small regional centres like Leigh Creek that know the community and through proactive communication can provide the necessary support. Staff need to get out and go to the land owners and managers and not operate from afar. In Yunta, participants want to see collaboration between all government departments and felt that it is currently 'just a bunch of silos working autonomously'.

In Glenunga, several participants said that it is important for everyone to take responsibility for natural resource management, and not just assume it is a government role.

Volunteers at the Glenunga session highlighted that natural resource management is not just about landholders and that recognition must be given to the role volunteers play in managing the environment, both in on-ground works, but also at a board level. They also noted the importance of partnerships with private landowners, citing the few existing wetlands in Adelaide as examples of being on private property.

### *3.4.2 Building on existing good practice*

In McLaren Vale, participants highlighted that there are very positive existing partnerships with landholders and there are many examples of good practice, including the McLaren Vale Biodiversity Project who have planted over 10,000 trees in the region via a partnership between local landowners, over 100 volunteers, the City of Onkaparinga and NRM staff based in Willunga, who provide great technical advice which has significantly contributed to the success of this initiative.

A participant in Berri highlighted the work being undertaken at Glenithorne National Park as an example of great partnership, linking corridors and trails to generate interest and excitement and would like to see similar visions being undertaken in the regions.

The Conservation sector highlighted successful initiatives that should be built on, such as Wild Eyre. The group said they would like to see removal of any obstructions to cross-regional project delivery and cooperation. A whole of landscape approach requires a whole of sector approach.

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**“...we suggest the increased use of formal agreements, such as Memoranda of Understanding, between the new Landscape Boards and various key stakeholders in the region would enable stronger partnerships to be established.”**

Nature Conservation Society of South Australia, via written submission

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In Bordertown it was suggested that the new Landscape Boards continue with strong partnerships and look to enhance these and build others with a greater emphasis on on-ground effort at the community level.

In Gawler it was suggested that working closely with farmers who are progressive be used as examples in moving forward.

At the combined Primary Producer and Conservation organisations meeting, it was noted that the two sectors agreed on more than they disagreed. Participants felt that this puts everyone in good stead of the new legislation and they hoped to be able to continue to work together and build and strengthen the relationships that were in the room. One participant noted that the one thing particularly uniting the two sectors was that the climate is changing really fast, and whether coming from an environmental or a farming perspective, it was critical to work together to build a resilient landscape.

In the written submissions received from individuals, many people supported or encouraged partnerships across regions and boundaries. Some also specifically mentioned partnering with

Aboriginal people and some suggested using partnerships with local government or others for on-ground works.

In the written submission from the City of Holdfast Bay, it was noted that local councils undertake work on the ground in relation to natural resource management. However, they often struggle to understand the roles and responsibilities of various state and regional institutions. They also suggested the establishment of a Memorandum of Understanding between individual Councils and the Landscape Board about the priorities and activities in a council area. This arrangement should be reviewed on a three-yearly basis. They noted that most local councils have their own environmental management programs in place and urge the Minister to take advantage of local council expertise and passion for natural resource management and use that as the spearhead the state.



## 3.5 Local Decision Making

In asking people across the state what their priorities were for the reform, local decision making was a phrase we heard time and time again. This correlates with one of the guiding principles for the reform, decentralised decision making, and specific feedback on this principle can be found later in this report. Below is a summary of some of the commentary we heard around local decision making as a priority.

Primary Producers SA would like to see the boards re-empowered, particularly around important policy setting and decision making, for example with water allocation planning, and prioritisation of pest plant and animal priorities.

In Port Lincoln many participants gave very strong support for local decision making and local representation on boards, including expertise based in regional areas. Some Victor Harbor participants noted a desire for increased autonomy via decentralisation and those in Murray Bridge called for a regional focus with greater focus on programs that deliver on the ground benefit with transparent spending.

In Kingscote there was strong support for local decision making, valuing and respecting local knowledge, allowing local decision making and embracing local wisdom. This included discussion around the Kangaroo Island board currently being all local people, enabling localised decision making. Participants were keen to see the board be independent of the environment department, valuing and respecting local knowledge, allowing local decision making and embracing local wisdom.

Similar sentiment was given in Berri, where participants want to see decentralisation of decision making away from the Department of Environment and Water, with greater community-led investment that is community driven.

At a meeting with the NRM Partners, members of this group want to ensure that the new Boards have full direction and control over its entire levy budget, including what and where it spends funds relating to water planning and science. They would like to see regional boards being able to employ their own staff and engage contractors as appropriate.

At both Mount Barker community sessions, local decision making was important. Participants wanted to see better autonomy to local groups, more of a bottom-up approach, with small boards that are able to outsource delivery.

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**“As a member of a surviving LAP group, I have become incredibly frustrated. LAP began before the NRMs were set up... I voiced my concerns at the time about an extra layer of bureaucracy and I was assured that NRM boards would be assisting LAP groups. History has shown this not to be true.”** Andrew, via YourSAy

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In Yunta, participants discussed the role of NRM Groups in decision making and felt that the groups need greater influence over how money is spent. It was noted that they do have some difficulty in

securing broader community support not only because of distances, but a lack of ability to demonstrate how the levy can benefit the region. It was felt that greater transparency, less administration absorbing funding and more local input on noxious weed control might encourage others to get on board.

A participant at the Grange Community Forum highlighted that decentralised decision making doesn't work without decentralised funding and decentralised expertise. More feedback relating to decentralised decision making can be found later in this report.

## 3.6 Pest Plants and Animals

In relation to the natural resource management reform, pest plants and animal management was discussed as a priority across the state. From within the guiding principle of *Back to Basics*, the management of pest plants and animals was the most commonly mentioned aspect.

On Kangaroo Island, a number of people in Kingscote raised pest management as a priority for the reform, including more focus on feral species management, weed control, and cats and pigs. It was noted that to date, one of the areas of success on Kangaroo Island had been goat and deer eradication.

In the outback, Nepabunna representatives identified feral goats as a significant ongoing challenge, and an issue that would benefit from a cross-regional or statewide strategy. They queried why the IPA at Yappala (Southern Flinders, Northern and Yorke NRM Board) had a goat culling program with the NRM Board but Nepabunna did not.

In Coober Pedy, managing feral species that compromise native biodiversity should be a priority.

In Marree, the increasing number of feral pigs; the ongoing problem of dogs; and native animals such as kangaroos and emus that have become pests in some areas are the main issues affecting pastoralists and more needs to be done to manage these matters on the ground. In our conversations, it was suggested that staff working from the various small centres across the region would enable them to get to know the community, build key relationships and gather the local intelligence about priorities and needs. It was felt that effectiveness is lost when staff are based centrally in Port Augusta and tied to administrative processes. Participants in Marree also discussed native plants that are a pest, such as *Pimelia Simplex*, highlighting that pest plants are not just about introduced weed species.

In Yunta, the above sentiments were echoed with participants requesting greater focus on having more on the ground staff across the region able to work with pastoralists and land managers to help coordinate programs, provide advice and provide gentle encouragement and guidance to help land owners do the right thing. They noted that the Biteback program is a model that has worked across the SA Arid Lands region. This program was driven locally, there was good communication and participation, the program has been extremely effective and relevant and NRM should look to this program as an example of how to deliver great programs that work. It was suggested that the new Landscape Boards should base their planning and delivery models on this example.

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**"There is a massive wild dog problem in the Pastoral Properties throughout SA. There needs to be a minimum standard set by ALL Pastoral Station Owners whether it be tourism, mining or livestock... If there was a minimum compulsory standard, then we will be a step closer to minimising the risks that livestock owners face daily."** Herbie, via YourSAy

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In Mount Barker, participants requested more help and support for weed and pest control, such as working with interested new landowners in tackling inactive olive trees. They would like to see a renewed focus on weed management, with a focus on rabbits and foxes. There was also a request for more clarity in the Act around who is responsible for management of weeds on road reserves.

Participants in Clare wanted to see more money and time spent on eradicating weeds and feral animals in National Parks and adjoining private land. They felt that many landowners are not doing anything to control feral animals. A member of the Northern and Yorke NRM Board also noted more emphasis on the pests, plants and weed control as a priority.

Port Lincoln participants wanted improved abundant native species control and management. For Ceduna, participants wanted more on-ground works and local autonomy in tackling pest plants such as Nitrebush and Buffalo Grass, and feral animals such as cats, foxes and starlings.

Conversations in Victor Harbor were about seeking more control over pest plants and animals at a local level, with less paperwork and red tape and more facilities on the ground. Deer, kangaroos, foxes, corellas and blackberries were all listed as problematic. Some participants wanted to see control of pests and weeds in an environmentally and sustainable way, and conservation of local threatened species. It was noted that everyone needs to be involved in pest plant and animal and over abundant native species management, to ensure there is no cost to the farming community.

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**"I think weeds are a huge issue for everyone at the moment. I think community groups need to step up and help out in areas of communal benefit. I also think we need to stop expecting things to be done for us."** Derek, via YourSAy

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Participants in Victor Harbor also noted that they also want to see government doing the right thing on their own land. This was also said in the local government focussed conversation, with one participant acknowledging that weeds from state governed parks such as the Prickly Pear are spreading. These parks should be demonstrating good practice, but it was felt this in this regard they aren't.

In McLaren Vale, participants want to see increased co-ordination and resourcing of cross-boundary pest animal and plant control. They felt that there is too much responsibility on individuals, and we need to bring multiple landholders together to co-ordinate implementation of a more strategic and proactive approach. There was an emphasis on using organic controls and methods at this session, as well as comments regarding protecting the natural landscape via ongoing removal of feral weeds from cracks and roadsides.

Participants in Marion noted managing numbers of excess native animals as a priority. One group discussion noted there need to be legislative procedures for land access focussing on environmental actions. It was felt that there is a current lack of control of over-abundant native birds, such as corellas. In Glenunga, adequate resourcing for long term strategic priorities was requested.

In Mount Gambier, a noxious weed identification and eradication program was seen as priority. The South East NRM Board members noted that compliance around pest management is messy and

complex. The current intent is for the Board to work with landowners, but it was felt that people take advantage. This reform is an opportunity for the process to be made simpler and easier.

There was wide support for including and prioritising pest plant and animal control in the written submissions received from individuals, with one person expressing desire for continuous funding for it, one wanting minimum standards set, and one specifically mentioning an integrated approach. One person seemed to object to dingoes being considered a pest as there's no evidence they damage the landscape and they wanted the reference to wild dogs removed from the discussion paper and replaced with a different pest example.

In their written submission, Top Note Vineyard highlighted as serious problem with high kangaroo numbers around Kuitpo and the Adelaide Hills and could see no concerted control efforts because kangaroos are not considered to be feral. Frustration was noted that the kangaroos eat grapes, damage infrastructure, are road hazards, and hamper biodiversity of neighbouring native scrub. They suggested consideration be given to implementing a culling program and potentially allowing commercial harvest in the area. Zoos SA confirmed that they see pest control as a vital part of conservation and for creating healthier landscapes and as part of their written submission provided a copy of their submission to the Senate inquiry into faunal extinction in Australia.

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**"We wish to express our concern and dismay at the continued and accelerating degradation of land and water course on the Fleurieu Peninsula caused by weeds."**

Fleurieu Beef Group Inc. via written submission

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The written submission from the City of Port Adelaide Enfield noted overabundant native species, referencing that corellas are causing significant damage to industrial infrastructure on Le'fevre Peninsula and that such species should be controlled directly by regional Landscape boards. The written submission from the SA Murray-Darling Basin NRM Board noted overabundant species and suggested that the new legislation should include a link or principle around the management of these species. The City of Mitcham felt that state government needs to increase weed control in National Parks and not just rely on volunteers. They suggested increased funding to councils for urban animal and plant control and noted that there needs to be a consistent approach to mapping pest plants across the metro area.

Birdlife Australia felt that pest management must be wholistic and well-researched prior to undertaking management, prioritised and focussed. In their written submission, they gave an example of nest cameras being used to gather direct evidence of nest failure before undertaking pest control. They suggested considering expanding the definition of pest animals to include domestic animals, such as pet cats that roam and dogs off leash brought into sensitive areas.

In their written submission, the SA Wild Dog Advisory Group noted that pest animal management requires a landscape, integrated approach. They made several recommendations including (but not limited to) the current NRM Act declaration for a wild dog be located inside (south of) the Dog Fence be retained in the Landscapes SA Act and that wild dog management be prioritised under the 'Statewide Project Fund' which will be funded using the Landscape SA levy.



## 3.7 Compliance

The topic of compliance was regularly raised as a priority throughout the engagement process, however there were many different perspectives and opinions within this.

### 3.7.1 Education

At the McLaren Vale community forum, historically low trust of NRM by landholders was highlighted by one participant, particularly stemming from property access issues. Participants wanted to see more officers on the ground available to talk to landholders, closely connecting the role of education and building relationships with compliance.

In Gawler, education was a key topic raised throughout the session and it was felt strongly that people need educating, particularly relating to compliance. A story was told by a participant to the group around a situation between a land owner and NRM officers gaining access to a property. When explored by the facilitators, the desire for the reform relating to this story was a need for greater empowerment and education of primary producers, acknowledging that not all land holders are doing the right thing. They need strong support and education.

In Clare, it was felt that there is a lack of compliance officers on the ground and the Boards appear to be restricted by administrative issues. They said this this seemed especially so with respect to native vegetation and clearance. Participants asked for more support and education for pest and weed control and stronger enforcement of the Act.

### 3.7.2 Working together with landholders

Some participants in Gawler also suggested that as well as education and empowerment, they would like to see a respectful process around compliance. When something wrong is being done, fair enough, but the process must be sound, respectful and fair.

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**"Having struggled for years doing compliance under these various Acts and trying to get landholders to understand their management requirements and enforcing legislation where needed, I can see this heading for another native vegetation act fail, where all of the Act's regulations and powers will be stripped or dulled down as per its new name."** Dan, via YourSAy

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Some primary producers at the Mawson Lakes community forum felt that compliance is currently too heavy handed. It was suggested that landowners and farmers should be empowered to make the right decisions and want to have a good relationship with NRM staff to work together through issues, rather than just handed a fine at the first point of contact. One cattle farmer asked the

Minister and Department to consider how it makes him feel when the first contact he has with them is the threat of legal action.

In Mount Barker, it was suggested that compliance should be a more proactive process, supported by more funding to assist landholders in a joint effort.

At a conversation with the NRM Partners, members of this group said that they would like to see a more comprehensive, flexible compliance tool kit with lower on the spot fines for minor breaches, enabling an earlier compliance focus before 'ramping up' happens. Participants want more mechanisms to encourage, empower and enforce on-ground action.

In Kingscote, one member of the group highlighted that he didn't want any further regulation such as meters on dams, asking that there be no further restrictions on economic development and farm management. He asked that local century-old knowledge of farming practice should be leveraged, with a greater focus on trust rather than regulations.

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**"Minister Speirs and to all present and future new board members, current and future department staff, and the future Minister of the day, please sort the compliance backlog!!! This needs to happen to go forward." Lee, via YourSAy**

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In their written submission, the City of West Torrens suggested that a compliance awareness campaign is required, with prompt action according to the offence being required.

In their response to a letter from the Minister seeking thoughts around top priorities for the reform, Primary Producers SA noted that court processes should be the last resort and careful consideration should be given to the ability to expiate for significant transgressions regarding pest plant and animals.

### **3.7.3 Pathways to Enforcement**

In Mount Barker it was felt by some participants that there is a current lack of enforcement on compliance issues such as removal of native vegetation on property or roadsides. Participants in Ceduna want to see compliance for wild dog control that can be enforced.

At the Bordertown community forum, it was noted that the process pathway to compliance needs to be addressed. There are examples in the region of significant non-compliance and nothing is done. The process needs to be tightened and action taken to ensure property owners are held to account. The process needs to be timely, and the new Act must enable easy and effective compliance.

At the early engagement with Conservation Council member groups, participants requested a strong and effective framework of regulation. They would like to see enforcement of the legislation with a biodiversity focus. Whilst they acknowledged this should be a community effort, they felt it

was necessary to see greater compliance. The broader Conservation sector representatives who attended the focussed conversation event wanted to see compliance strengthened, enforcing the Act, particularly in relation to its interaction with other key legislation. It was noted by one small group that this was a high priority.

In their written submission, Conservation SA noted that compliance needs to be maintained with a consistent approach state-wide.

The South Para Biodiversity Project Inc. noted in their written submission that compliance is critical, and there needs to be commitment to enforce legislation and follow up. They noted that there needs to be employment of staff whose sole role is to deliver compliance based activities. They noted that enforcement of the Act needs to be made much more efficient, less red tape, currently it is difficult to gain momentum with enforcement.

## 3.8 Less Red Tape

In asking people across the state what their priorities are for the reform process, the idea of having less red tape was mentioned consistently. Whilst specific feedback on the guiding principle of *A Simple and Accessible System* can be found later in this report, below is a summary of priorities that emerged during our conversations regarding a system that has less red tape and unnecessary bureaucracy.

Early in the engagement process, a conversation with members of the NRM Partners included making the Act more enabling and efficient. Those at the meeting said they would like to see less complexity in the Act, with it being more flexible rather than prescriptive. At the same meeting, participants said they would like to see simple, flexible and efficient water management, providing improved management of water without increased prescription, especially in non-prescribed areas. They would also like to see more streamlined planning and reporting, reducing the time and expense of compliance and reporting to make use of limited funds.

Comments were made all over the state regarding the reduction of red tape. In Port Lincoln participants wanted less burden of applying for funding for small groups, and to see approval processes for marine industries to be faster. In Mawson Lakes participants wanted to simplify paperwork. In Victor Harbor participants wanted simpler processes and clearer roles of organisations involved. In Kingscote, participants wanted less complexity to allow action. In Glenunga, improved efficiencies were a priority, resulting in improved field-based outcomes. In Berri participants wanted a simpler and less bureaucratic Water Allocation Plan. In Scotdesco, excessive bureaucracy in applications, funding and reporting was frustrating. People in Mount Gambier want less layers of bureaucracy to get through to get things done – especially for local councils and local government.

In the APY Lands, there was some feedback on small grants in that the administrative burden of accounting and reporting for small grants, and the difference between smaller and larger amounts isn't recognised.

At the community forum in Leigh Creek participants felt that there needs to be a balance achieved between good governance, responsible fiscal management and minimising red tape. Participants asked whether there are there other models interstate or internationally from which we can learn, showing what works well and what doesn't. They felt there is a need to consider how good land management programs and initiatives can be coordinated with the right level of governance without over-burdening communities as they are already busy. They said that in order to reduce red tape we must start at the conceptual level.

In Marion, concern was raised highlighting that a reduction of red tape must not make inappropriate development easier. Further feedback on the *A Simple and Accessible System* guiding principle can be found later in this report.

## 3.9 Water Management

Whilst it was highlighted throughout the engagement process that this stage of the reform process did not include significant water management reform, this topic was still raised consistently as a priority across the state.

In Port Lincoln, water management was identified as a critical topic for the Eyre Peninsula and participants felt it must be addressed urgently. Participants in Victor Harbor noted achieving sustainability of water resources as a priority. In McLaren Vale, one participant said that water reform can't wait and urged the Minister to consider looking at the business of water management as soon as possible. The local grape growers were congratulated on the work they undertook in the early 1990s and it was suggested everyone involved be talked to again to reflect on what's going well but also looking at what else we need to do.

In Mount Barker, water management and allocation were identified as priorities and people questioned where water prescription and management fit in relation to the reform. They felt that the current Act is poorly written, and water needs to be reviewed as part of this transforming process.

In Glenunga, participants wanted to see more enforcement of land owners' duties to manage catchment areas. They discussed community use of water bodies such as dams, reservoirs, and streams as a priority and called for stormwater management reform.

In Berri, water was identified as a major priority, including water security, availability and sustainable water management. Participants want to see sustainable water management to sustain healthy ecosystems.

In Clare, discussion occurred regarding better regulation of irrigation. One participant noted that encouraging people to use less water in general was a priority, highlighting the importance of monitoring ground and surface water supplies.

In Marree, several members of the local Aboriginal community identified water as a critical local issue. Groundwater and the potential for extraction to impact on local mound springs (sites of considerable significance to the Arabunna people) has been raised previously.

In Mount Gambier, participants felt that water needs to be better managed in the region. It currently flows out to sea via the SE drainage system and greater effort needs to be made to look to ways to harvest the water or retain it in the natural environment. Consideration should be given to legislating this to ensure resources are applied to minimise discharge to the ocean. Those at the community forum also sought a simpler water allocation process, supported with more on the ground monitoring, as well as a quicker approach to issuing water licences that is efficient and transparent. Participants noted that the Drainage Board has an important role to play but needs stronger connections and coordination with the Board. Community in Bordertown felt that there is room to reform water management through a greater understanding of the interactions between surface water and groundwater in a transparent manner.



In the written submissions from individuals, water management was a very popular topic with a wide range of comments. As a general rule, many people wanted to see a change to water management in the state. Some specific comments were one submission noting concern regarding bore use and bore sharing agreements, and another person was especially concerned with water management to support native fish. One submission included thoughts that water management has been going well on the Eyre Peninsula. One was supportive of environmental flows, and one wanted simpler water allocation plans and for the cost recovery charges recommended by the National Water Initiative to be adopted. Another didn't like how current water management is only concerned with preventing resource decline and doesn't consider other issues, such as too much water in water table causing rising salinity.

In their written submission, the Northern and Yorke NRM Board said that they consider that ground and surface water management should be included in landscape legislation. The Eyre Peninsula NRM Board noted the importance of keeping water management with regional administration in the Act, along with other thoughts around the need for simple, flexible and efficient water management. The South East NRM Board noted that the current requirements to unbundle licenses will lead to much more complex and cumbersome Water Allocation Plans. In their written submission they noted that this does not align with the Minister's aim of simplifying planning for the community.

In the written submission received from the SA Murray-Darling Basin NRM Board, they said it is essential that water management remains in the Act to enable a catchment approach. They also strongly advised that Boards must continue to take the lead role in the development and decision making related to Water Allocation Plans.

In their written submission, Trees for Life recommend a review of water un/bundling for the new Act to ensure the provisions are fit for purpose and that all water assets can be managed as required. Unbundling can work for water assets in a large system like the Murray River but not necessarily for other systems. They noted that this is currently an issue on the Adelaide Plains.

In their written submission, Primary Producers SA noted that water management legislation needs to be simplified but suggested to keep it in the new legislation due to time constraints at this point of the reform. They suggested incorporating flexibility for regions to use the most appropriate planning and management tools, with detailed work to follow enactment of the Act.

Primary Producers SA also noted the urgent work required in the Virginia region (to address water table and flood mitigation issues), Mount Lofty Ranges, the South East (to ensure appropriate drainage infrastructure investment and monitoring of ground water systems) and with River Murray water users. Their submission also discussed water licencing, water rights and the need for a regular independent review of water planning and management costs.

## 3.10 Biodiversity

From very early in the engagement process it became apparent that biodiversity was a high priority for those operating in the natural resource management space, but that many felt it was missing from the reform proposals. Biodiversity was raised as a priority across the state and its limited focus in the reform proposals was one of the major tension points in our conversations.

At an early meeting with the NRM Partners, members of the group explained that biodiversity and native outcomes go beyond pest and soil management and that there needs to be an explicit focus on native flora and fauna as well.

In a conversation with Presiding Members, they highlighted that biodiversity is really important. Members of the group said they felt it was derogatory when people say farmers aren't interested in on-farm biodiversity. As part of their survival, if not anything else, farmers have to be interested in it. They highlighted that this work is about proactive management.

The Presiding Members felt there were a couple of ways that biodiversity could be included in the Act –

- Listed as one of the objects of the Act;
- And/or a few clauses or schedules about biodiversity – some principles just to support the work “that we all do”, suggesting that the Act be specific – we don't want *all* biodiversity addressed – just on private land or where private land impacts.

Conservation Council member groups wanted to see biodiversity being maintained and improved, preventing further extinction. Participants requested stronger legislation and regulations that protect biodiversity and landscapes in the long term.

People in McLaren Vale said that biodiversity matters and needs to be included in the new Act. They suggested that the Back to Basics concept include soil, water, pest plants and animals and native vegetation. Participants stated that these elements are closely related and inter-dependent. Others at the McLaren Vale session would like to strengthen the focus on biodiversity protection and restoration of habitats, and preservation and extension of remnant vegetation of systems.

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**“I note in the blurb regarding proposed changes, the lack of the word, biodiversity. Caring for the biodiversity and ecological status of the state's 'natural' areas is fundamental and support must be given to threatened species and protection of these areas.”**

Delores, via YourSAy

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In Port Lincoln, participants noted recognising the importance of watercourses and vegetation to biodiversity and creating resilient landscapes. In Murray Bridge, the community said that biodiversity must be included as a priority asset along with soil and water, reminding the Minister that thousands of farmers are landscape managers. It was noted that while the concept of Back to Basics was supported, biodiversity is seen as a critical component that needs just as much focus.

In Clare, biodiversity was noted as critical and fundamental to good landscape management. This cannot be ignored or forgotten in going back to basics. At Mawson Lakes, participants recommended engaging with Australia's Biodiversity Conservation Strategy 2010 – 2030 to assist in achieving its outcomes.

In Gawler, biodiversity was raised, specifically around the need for better management and enhancement of conservation and biodiversity. It was felt that this was missing from the Back to Basics approach and participants were keen to see it highlighted as a priority.

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**"The definition of biodiversity is underemphasised... to me this is paramount and needs to be at the forefront of any legislation and takes precedence over anyone and/or everyone's desires and rights."** Almeda Peer, via written submission

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Participants in Mount Barker called for a definition of biodiversity in the Managing our Landscapes documentation. They would like to see this including conservation of rare and threatened species; flora and fauna and insects, stronger legislation to conserve existing native vegetation and re-instate native corridors, and policy and funding to promote SA native flora in horticulture and gardens. They said that there needs to be more explicit content on biodiversity as it was tacked on to the 2004 NRM Act.

Participants in Mount Barker also noted the pressure put on biodiversity by over population and urban sprawl (including its impact on production areas) the frustration this causes in this region. It was however acknowledged that this is an issue that goes beyond the NRM Act. They noted that there are other elements needed to create vibrant biodiversity, such as restoration, propagation, consumption, and more. The activities currently listed under the back to basics principle are not enough.

In Berri, biodiversity was highlighted as important for this region, with facilitation of volunteer involvement in biodiversity conservation mentioned. One group noted that better legislation to achieve better biodiversity was needed, whereas another noted that maybe more legislation wasn't the answer but to instead look to what we've already got and tweak that.

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**"While 'Vibrant biodiversity' was mentioned on page 8 of the Discussion Paper, the document has scarcely any mention of biodiversity in the description of the proposed changes in the pages that follow."** Peter, via YourSAy

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In Mount Gambier, participants felt that biodiversity needs to be included in the *Back to Basics* concept. Native vegetation needs further consideration about how it is managed when it impacts on private productive land, noting that some flexibility is needed.

In Meningie, it was accepted that there needs to be a stronger focus on the back to basics, but participants felt that the Landscape Boards can't just be weeds and rabbit boards. Native vegetation

and fauna are currently missing, and this was seen as a gap. Participants felt that there needs to be a stronger focus on biodiversity and assisting local landowners adapt to climate change and conserve threatened species. This includes supporting and encouraging land owners to not only focus on back to basics but to link to broader landscape scale approach to projects and initiatives.

In Bordertown, biodiversity was noted as being at risk and that a regional biodiversity strategy is needed with funding to match. Participants felt that by maintaining the health of the landscape, other problems reduce. They would like it to be easier for private landholders to conserve native bushlands, and to see efficient protection and conservation of biodiversity.

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**"The ongoing stewardship and restoration of our natural, biodiverse ecosystems is at the heart of building landscape resilience at scale, and essential for ensuring productive farmland and healthy natural assets."**

Conservation Council of SA, via written submission

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In Glenunga biodiversity was identified as a priority, with recommendations that this be integrated in to the landscape approach and be clearly stated in the priorities.

In Grange, participants felt that biodiversity is a priority, with more protection of native biodiversity required. Natural assets were highlighted as important, with integrated catchment management and improved natural assets across the state, such as water, soil, flora and fauna. Biodiversity corridors were discussed, with reference to the need for people to work together to strategically plan corridors as opposed to undertaking small patches of work.

At the Marion community forum, participants wanted to see a strategic approach to revegetation corridors to support biodiversity. They would like to see the preservation of diversity of plants and animals and for wildlife corridors to be maintained and enhanced. There was recognition that the greatest threat to biodiversity is land clearance.

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**"We desperately need to focus on soil, our native flora and fauna and waterways to ensure they are healthy again or we will lose our lovely ecosystem."** Cheryl, via YourSAy

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At our focussed conversation with young people in Willunga, they noted that there was not much mention of preserving habitat in the Managing our Landscapes SA documentation and felt that this is very important for conservation. They also questioned how and where threatened species management and conservation come in to this Act.

In our conversation with the Conservation sector as a group, biodiversity was a major priority. The group felt that biodiversity protection and enhancement should be a strong part of the Act, as a key objective. They would like biodiversity conservation included in the Landscape SA Act and that it remains as a foundation. In our conversation with the primary production sector as a group, participants felt that putting a value on good land management and natural resources management

and rewarding stewardship of natural resources and natural environment was important, for example vegetation.

At the combined Conservation and Primary Production sector meeting, there was a large amount of dialogue regarding biodiversity. Participants felt that given the vast input regarding the need for a greater focus on activity that promotes biodiversity during the engagement process, it could be useful to explain the value of environmental restoration and the activities associated with this, whether they be threatened species recovery, revegetation, wetland restoration, or environmental flows. One participant said that these are some of the positive, proactive things that we could and should be doing through the Landscapes Act, as well as the basics of soil, water and pest plant and animal management.

At this session too, it was noted that a really important message to go back to the Minister is that one of the key ways that we connect with communities is through biodiversity works. If you go back to the Landcare days, most of that work was around biodiversity – protection and conservation of native vegetation, primarily undertaken by primary producers.

Participants in the combined Primary Production and Conservation session also noted that the three pillars in the *Back to Basics* principle are currently a mix of assets and threats. They suggested that it would be better to have it all about assets, for example, land, water, biodiversity and people are our assets. Pest plants and animals and climate change are our threats. They noted that the mix as it currently reads is perhaps part of the reason why we struggle with it. They accept the reality that this is driving the Minister's focus but because there's a mix, it confuses the priorities.

Everyone at that meeting agreed that it's really important that soil, water and pest plants and animals be included but they want to see something added around biodiversity.

The written submissions from individuals included general support for biodiversity being a focus in the Landscape SA Bill with some thinking it should be the most important aspect and one person specifically mentioning threatened species in relation to biodiversity.

In their written submission, Trees for Life noted that they strongly support 'vibrant biodiversity' as one of the government's priority outcomes but recommend nature conservation as a stream of work is also included as a means to achieve it. When Trees for Life refers to nature or biodiversity in the context of the Landscape Act they are not referring to wildlife or threatened species management, which are matters best served by specific legislation and focused investment. In contrast, they are talking about biodiversity in the landscape which contributes to ecological health.

Trees for Life noted that to achieve vibrant biodiversity, actions need to be taken at both the fine scale such as threatened species recovery, and at coarse scale such as extensive multi-purpose revegetation or landscape threat management which they noted is strongly aligned with the proposed remit of the Landscape Boards as outlined in the Discussion Paper. They felt that soil, water and pest management alone won't achieve vibrant biodiversity and recommend adopting the additional pillar of landscape biodiversity or nature to the proposed framework.

The Environmental Defenders Office SA Inc. included in their written submission specific suggested amendments of the existing Act, to broadening the criteria for interpreting the duty of care provision to include protection of biodiversity.



## 3.11 Transparency and Communications

Transparency and communication were words that we heard a lot when meeting with people across the state to discuss their priorities for natural resource management reform.

In our early engagement conversations, members of the Primary Producers NRM Committee felt that better communication was needed with community and landowners, but by using existing networks, and building personal relationships rather than more factsheets!

In Port Lincoln, participants at the community forum had a desire for more transparency in how rates are calculated. This was especially expressed by those in local government. In Ceduna, participants said they were unclear on what the NRM board actually does and better communications are needed. The same was said in Port Augusta where participants at the community forum discussed greater visibility of boards and departments being a high priority.

At the Victor Harbor community forum, people wanted a more transparent budget process. They said they needed greater transparency regarding government decisions, including how decisions are made and who contributed to them. In McLaren Vale, community wanted improved communication between government departments.

In Glenunga, participants said they are looking for certainty and transparency on how decisions, priorities, programs, government and board interactions and how NRM funds are spent. Greater communication with the community on the management of resources, monitoring and reporting was also requested in Gawler.

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**"We believe that the community are concerned about the complexity of the NRM system, its transparency and are asking 'are we getting value for money?'"**

Native Vegetation Council, via written submission

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In Coober Pedy, better communication with community is needed. The community want transparency around who gets funding, what they did with it and whether it achieved the outcomes it intended to. They suggested a pamphlet drop with this information. In Berri, good communication was also highlighted as a priority.

At the Grange community forum, better communication and engagement was considered to be a priority, with participants wanting strengthened communications with community and landholders, but also inter-departmental communication between government agencies (both state and federal government), as well as industry. It was also felt that there needs to be better communication with regard to experts within the Department for Environment and Water, with participants explaining that the community can make decisions, but they need direction and information from those with expert knowledge and scientific technical advice.

The young people at our focussed conversation in Willunga wanted to see awareness of the environment and its issues spread throughout South Australia.

## 3.12 Board Structure

Getting the structure of the new Landscape SA Boards right was a priority for many people that took part in our conversations during the engagement period.

A participant during our focussed conversations suggested that the first thing to identify should be what makes the most effective board. From this, we can determine the best model that would lead to having an effective board.

People across the state said that they want boards that make good governance decisions, but also that create a sense of ownership amongst the natural resources management community through good engagement and transparent communication. People want the boards to be visible (both board members and staff) and to feel a sense of personal connection to their boards, particularly in regional South Australia.

From our conversations we know that people want the Landscape SA boards to be made up of people from within that region. For example, people in Victor Harbor said that decent representation was important on the new boards, with representation across the various interests and community.

People across the state were also keen to see diverse representation on the boards. This specifically included representatives from Aboriginal Nations, women, and young people. It also included diversity in knowledge and experience. Specific input regarding board membership can be found later in this report.

In many places across the state people questioned the relationship between decentralised decision making and strong governance. In Ceduna, one participant noted that greater autonomy requires greater governance.

Participants at the Port Lincoln community forum recommended developing a governance and operational framework, system or model, inclusive of reporting and engagement, that can be used by the boards for consistency across the state. This kind of framework however must be adaptable to local needs and priorities. Specific input regarding board accountabilities can be found later in this report.

It was widely felt that a community election process is not an appropriate mechanism to recruit people on to the Landscape SA boards. Further details on this can be found later in this report.

## 3.13 Employment

The topic of employment with the natural resources management system was discussed many times during the engagement process.

In Scotdesco and Ceduna, participants noted that there had been some success with trainees. There was a call for more Aboriginal Rangers. There was some concern that training provided must be linked to genuine employment prospects.

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**“All Landscape Boards need an achievable Aboriginal employment target as part of boards measurable targets and have a long-term employment strategy with board programs.”** via Neil, YourSAy

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The Port Lincoln and Ceduna communities noted that the region needed greater job security within the environment sector. Many staff are operating on temporary short-term contracts and this causes issues for both the progress of the environmental work happening in the region, but also the economic stability of the region and capacity to retain employees.

Participants in Berri also wanted to see more long-term contracts for staff. Community in Port Lincoln and Ceduna said they too wanted to see more security for staff, feeling that 12-month contracts are too short and provide insecurity for both the staff themselves and the projects they work on. This makes many things difficult, including retaining staff and longer-term planning of programs. In Clare, a need for more Park Rangers was also noted. It was acknowledged that this request wasn't necessarily part of the NRM reform but that the Minister had noted it in his presentation and there was strong support for this as a statewide initiative.

In Victor Harbor, farmers spoke about how they feel that country towns are dying, and agriculture has an ageing workforce. In Gawler, one participant highlighted the lack of good agriculture courses available locally, with 8 courses recently lost at Roseworthy College. This means that good land managers aren't coming from that source anymore. A similar sentiment was felt by people at the Glenunga community forum, noting that they felt there are no jobs for highly qualified individuals, leading to job insecurity for many. These participants also noted the need for more rangers 'at the coalface', with smaller regions to look after.

In McLaren Vale a priority for one group was around developing a seasonal workforce to sustain ongoing on-ground work. In Gawler, participants wanted to see less management and more feet on the ground – with less planning and more doing.

At our focussed conversation with young people in Willunga, participants asked what job opportunities will come from the new Landscapes SA Board. They wanted to know how they should prepare for these jobs and what they should study. They want jobs in the future to do with the environment. At Bordertown, one participant suggested making the “Green Gang” a statewide model, providing jobs for young people.

## 3.14 Evidence-based Decision Making

During the early engagement with the NRM Partners, conversation was held regarding decentralised decision making and it was agreed that regional communities need to be enabled and empowered to make decisions. There was discussion around the support required for regional communities to make good decisions such as having access to all of the correct information, including support from experts within the Department for Environment and Water. To do this, there needs to be a strong central policy basis to support regional decision making, and water management and water science were used as an example of a valuable statewide asset within the Department.

The sentiment of making decisions based on expert knowledge, fact and science was loudly echoed around the state.

For example, in Port Augusta participants said that Landscape Boards need to be given all of the factual information of what's happening in the regions, with access to technical and scientific knowledge from a range of sources including state government, community and local government. In Port Lincoln, participants said that decisions need to be based on facts and science, not individual agendas.

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**It is important to ensure that there are agricultural specialists amongst staff skill sets across the regions, who can provide relevant free advice for landholders. These skill sets to include native and introduced grasses, weed control, farm animal nutrition, animal health and welfare, water conservation, storage and reticulation, small property planning and biosecurity.” Julie, via YourSAy**

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In Leigh Creek the community said that science and data need to be retained in decision making. Previous data needs to be accessible with communities having a better understanding of what's available. They said that having access to the best information and data available is critical to decision making at a landscape level.

In Gawler, several people in the group noted that good access to scientists or other experts through the Department for Environment and Water or local councils, where good partnerships are in place was important. They said that locally driven decision making is good, provided it is backed up by sound science and expertise. Participants in Glenunga said the same, noting that nothing in the current reform proposals demonstrate this.

At the community forum in Mount Gambier, participants noted that in managing water resources, precautionary principles should apply based around science and evidence. In Meningie, it was noted that boards require a landscape vision to inform programs based on science and knowledge, and that this should be a fundamental part of decentralised decision making.

At our focussed conversation with young people in Willunga, participants asked how the passing of information from scientists to the general community can be improved. They also questioned whether the 'simple and accessible framework' will still be based on strong science.

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**"Failure to use the science will lead to failure of Landscape SA."**

Western Adelaide Coastal Residents Association, via written submission

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In the written submissions from individuals, there was general support for evidence-based and science-based decision making but it needs to be transparent and incorporate local knowledge.

In their written submission, the Landcare Association of South Australia noted that whilst an integrated landscape-scale approach must be science based to understand the issues, particularly relating to consideration of actions to mitigate and adapt to climate change, it must also incorporate local knowledge. They also acknowledged that community empowerment does not diminish the role of the Department for Environment and Water and other state government agencies in provision of scientific expertise and knowledge, monitoring and evaluation and custodianship of state databases; policy, legislature and compliance support; and more.

National Trust SA also noted in their written submission that while the focus on community engagement in landscape programs is valuable, decisions about program priorities by a community-based board may tend to be subjective. They noted that processes will need to be carefully managed to ensure that programs are evidence-based and informed by adequate scientific analysis.



## 3.15 Protection and Preservation

Closely aligned to other priorities identified, such as biodiversity and compliance, the topic of protection and preservation of native vegetation was specifically and consistently raised during the engagement process.

At the early engagement session with members of the Conservation Council, participants noted that this reform process should increase the focus on protection of biodiversity and nature conservation, particularly the objects of the Act and Duty of Care provisions.

In their written submission, the Local Government Association of SA noted that they would like to include Coast Protection and Native Vegetation in the new Act, to improve outcomes and efficiencies managed through one board. Port Adelaide Enfield echoed this in their written submission, noting that efficiency could be gained by merging the Coastal Protection and Native Vegetation Boards into Landscape Boards.

At the community forum in Clare, people wanted to see the Native Vegetation Act and Regulations strengthened, and more staff to administer it. They also noted the need to retain existing native vegetation, coastal protection, protection of salt lakes, and protection of native birds, fish and animals. They would like to see encouragement for landholders to plant more trees and preserve or recreate native vegetation.

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**"We would be wise to ensure the new Landscape South Australia Bill has provisions that protect our land and water systems and continue to restore them to benefit all South Australians into the future."**

Rose, via YourSAy

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In Gawler, community want to see a halt to biodiversity loss, with a request to stop clearing and start replacing vegetation and habitat. They felt protection and maintenance of natural parks and other areas of natural vegetation against mining, buildings and other man influences to be a high priority and want to see better protection for the environment, not worse.

Participants in Gawler also want to preserve agricultural land for agriculture noting that Australia is the food bowl of the world and South Australia relies on small areas of productive land. In Victor Harbor similar sentiments were said, with the preservation of quality agricultural and other land and the right to farm. Participants noted that proactive and wise strategies for population increases are needed for that are happening in our region in their region, and this includes the need to feed people from good soil, water and land.

In Glenunga, people felt that better protection and compliance is required, particularly with reference to protection of native vegetation being at risk due to poor compliance and limited resourcing for enforcement.

The Conservation Council member groups noted that the removal of 'red tape' cannot be used to avoid environmental protections. Compliance requires some enforcement measures.

In written submissions from individuals, some people showed frustration with native vegetation including one person complaining that they couldn't build an adventure park on their property due to native vegetation restrictions and another concerned with roadside native vegetation management. Others supported encouraging revegetation and possibly giving native vegetation responsibilities to the Landscape Boards. One person wanted to know if NRM could assist them with revegetating parts of their property.

## 3.16 Education

Throughout the engagement process, we heard that education is working well now and is a priority for the future too. Many times, it was noted that education is not just for children and young people via schools but educating and empowering the greater community on a range of topics. Both are seen as incredibly valuable in the natural resource management space.

### 3.16.1 *Educating young people*

At the focussed conversation with young people in Willunga, participants questioned how this Act will educate young people about the environment. They asked the Minister how high a priority environmental education is to him personally and would he push for it to be compulsory. They feel that a really big push for environmental education is needed and learning about the environment should be a compulsory core subject as part of the SA curriculum.

At the community forum in McLaren Vale there were participants who were very passionate about NRM education and the provision of existing programs, which they urged to continue. Specific reference was made to the Australian Sustainable Schools Initiative (AUSSI) SA model delivering education for sustainability in educational settings. It was noted that over 50% of South Australian primary schools are supported by NRM in education to effect school community cultural change and delivering Education for Sustainability (EFS) within the curriculum. Participants also noted that NRM education in South Australia is the envy of other states and territories and a beacon of leadership.

In Mount Barker, a large number of participants highlighted how much they valued NRM Education and this is currently working very well, particularly in schools. Participants felt strongly that this needs to continue and be enhanced. Participants in Yunta wanted to see an increase in education of natural vegetation, including tree planting involving schools.

In Glenunga, engaging children with nature and environmental sustainability was noted as gaining momentum in community and seen as a positive approach.

### 3.16.2 *Educating the farming community*

We received many comments about the need to educate farmers and landowners.

Members of the Primary Producers NRM Committee discussed the need for farmers to receive recognition for work they do in managing natural resources, as well as information or greater understanding of how they can generate value from managing natural assets, whether it be demonstrated through income generation, property value, or something else.

In Port Lincoln, participants requested more education for sustainable practices in a modern context, taking in to account business opportunities, climate change and best practice. Participants

in McLaren Vale suggested concentrating education on working with farmers and landowners to concentrate education on overseeing large and small parcels of land.

In Victor Harbor, farmers in attendance showed an interest in having more local information and support for the farming community, with reference made to the important role local government plays in supporting this. They saw this being provided via access to on-ground officers who are in charge of their own programs and are empowered to make decisions.

In Mount Gambier, participants felt that there needs to be a continued emphasis on education programs regarding the importance of biodiversity and wetland management and better and improved consultation and engagement with the agricultural sector and associated landowners.

In Mount Barker, participants suggested a toolkit be developed for landowners to assist their work in managing the natural environment. They suggested strengthening bush care and water catchment management through funding and education of landowners.

In Port Augusta, workshops on weed identification, Buffel Grass and climate change were all suggested, as well as mangrove education and weed management training.

In McLaren Vale, there was very strong support for the existing Natural Resource Centres, with particular reference to the centre in Willunga. The community, including local landholders, felt that it is critical to maintain this highly regarded local resource. The local expertise and guidance of NRM staff is invaluable and participants raised this as critical to maintain.

### *3.16.3 Empowering the community through education*

In Gawler, people suggested education with respect to environmental issues be a priority, supporting community through providing training to community groups and primary producers. In Grange, participants said that education of the community, particularly relating to the coast, is important.

In Glenunga, empowering community to be active agents of change through education, awareness, funding and building capacity was highlighted as important. Visibility of their own contribution on the ground, participation in decision making, education and engagement for community were all things that participants felt would lead to an empowered community.

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**"I feel that while some of the reforms may benefit some parties, it excludes supporting people with expert knowledge in the environmental and sustainability sector, placing the focus on landholders without improving the land quality through expert advice and guidance, and most importantly, education."**

*Isa, Year 12 student, via YourSAy*

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Participants in Glenunga also noted that making natural resource management relevant to community was critical, communicating why it should matter to people.

## 3.17 Traditional Owners

At many of the community forums we held across the state, engagement with Aboriginal communities was highlighted as a priority.

### *3.17.1 Insights from the statewide engagement*

At Murray Bridge, it was acknowledged that Aboriginal programs have been incredibly effective in getting the Aboriginal community involved in making a significant difference.

In Berri, participants said that early engagement with Aboriginal people should be at the top of the decision making process, followed by the community, who then go together to the government. It was noted that early engagement with Aboriginal groups was essential.

The Conservation Council member groups said that they would like to see more informal involvement of indigenous groups in co-management of conservation areas. In Ceduna, co-management was highlighted as something that was working well, with outputs and outcomes well planned, realistic and linked to a budget.

In Scotdesco, discussion focussed on the success of co-management in the Ceduna region and this should not be lost in the reform process. The group felt that there is a good working relationship and partnerships between Eyre Peninsula NRM and Alinytjara Wilurara communities (Yalata and Oak Valley) which is not through any formal mechanisms but cooperation and collaboration in the Ceduna office (where EP and AW staff are co-located). Forum attendees were keen to see this level of collaboration continue.

Participants said that it is important to note the distinction between advisory roles for Aboriginal people and decision making. The Minister's interest in greater leadership for Aboriginal people was welcomed, but in Scotdesco the point was made this should not be in an advisory capacity, where advice may be ignored by the Board, but as equal decision makers with the Board. Having at least two Aboriginal representatives on the Eyre Peninsula Board was suggested, considering the large number of Aboriginal nations in the region. Participants at the Gawler community forum also noted a desire to see strong representation of local Aboriginal people on the Landscape Boards.

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**"Natural resources should be managed in South Australia in collaboration with Aboriginal peoples of interest."** Alan, via YourSAy

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In Mount Barker, people felt that the Discussion Paper was relatively silent on the need to have Aboriginal voices to support biodiversity and needs a stronger focus in the Act. In McLaren Vale too, participants wanted to see more communication and involvement with Aboriginal communities highlighted within the legislation.



In Victor Harbor, a comment from an Aboriginal participant included “I feel daunted that I don’t fit in the picture” after reading the reform materials. He noted that it is critical to build strong partnerships with Aboriginal communities in this reform.

In Glenunga, participants prioritised real and meaningful partnerships and engagement with Kaurna and other Aboriginal groups, leading to capacity building and real outcomes for the community. This includes indigenous leadership. Similar to discussions in Scotdesco, it was suggested that if this is to be genuine, then Aboriginal people need to be very much included in decision making, including represented on the boards.

In Ceduna, participants felt that Aboriginal people need to be paid appropriately for their cultural knowledge in natural resource management. In Port Lincoln, one participant noted to never underestimate local knowledge, include Aboriginal people and their environment.

In Leigh Creek, participants felt that NRM groups must have Aboriginal involvement and their voice needs to be considered in the nominations for board positions.

Members of the North Flinders NRM Group would like to see the bushfood industry developed as a potential income stream for landholders and more involvement with Aboriginal people.

The Alinytjara Wilurara NRM Board noted that they provide a model for engaging including co-planning, project developments, program design, community engagement, traditional protocols and cultural leadership, with Aboriginal land holding authorities, their leadership, Aboriginal Nations and Aboriginal communities and ‘cultural’ key movers and shakers, that other Boards can learn from.

In the written submissions from individuals, it was noted that Aboriginal recognition, inclusion, and support needs to be included. Comments included ensuring Aboriginal representation on the boards, quarantining some funds from grant programs to only go to Aboriginal projects, cultural awareness of staff, using Aboriginal-owned business for works, and better engagement with Aboriginal people in consultation, planning, and decision making.

In their written submission, Nature of SA noted that there needs to be understanding that our landscapes and wildlife co-evolved with Aboriginal people. They said that by understanding this we recognise that the Australian landscape has been shaped by people and their relationship with the land for many years and that their knowledge, practices and culture are highly valuable to understanding how the land works and how to live more sustainably. They commended the Discussion Paper for recognising the critical skills, knowledge and interests of South Australia’s Aboriginal nations in natural resource management and the importance of ensuring they are well represented in governance, decision making and leadership.

### *3.17.2 Insights from our focussed conversations with Aboriginal Nations*

From our focussed conversations and workshops with Aboriginal communities and organisations during the engagement process, we gained a number of deeper insights in to the role of Traditional Owners in natural resource management. Individual reports from our focussed conversations can be found in the appendices of this report.

Our conversations told us that there is considerable diversity in the way Aboriginal Nations are involved in natural resource management.

Factors that influence this involvement include the nature of rights and interests in land (such as specific rights to land including Aboriginal freehold title and native title), as Traditional Owners (without specific rights or title to land) and in many cases as business owners or operators (for example pastoral, tourism, and aquaculture). Much is also determined by the land use and environment in a particular region.

With the exception of the Alinytjara Wilurara NRM Region (as an all-Aboriginal Board), the extent to which Aboriginal Nations are engaged with existing NRM Boards and regions is determined primarily by the Boards and NRM staff. There is no consistent approach, and the level of engagement varies from region to region.

In regions where there is good engagement with NRM Boards, Aboriginal Nations are concerned that the positive and productive working arrangements are not lost in the reforms. In their written submission, the Alinytjara Wilurara NRM Board said that the leadership role of Aboriginal Nations in landscape management must be addressed through the current reforms

Parks co-management and Indigenous Protected Areas were consistently raised as approaches to land management valued by Aboriginal communities, noting that both of these are not directly related to the NRM Act and planned Landscape SA reforms. In both cases, there is considerable funding and resources to support these initiatives in SA (from commonwealth and state government), providing employment opportunities on country and a high level of Aboriginal involvement in land management. Aboriginal Nations frequently drew on these experiences to demonstrate leading practice for Aboriginal NRM partnerships and programs.

The objective of greater Aboriginal leadership in the new Landscape SA Act is welcomed, although it is recognised there are some challenges in how this is given best effect.

These challenges include:

- Most Landscape SA regions have more than one Aboriginal Nation within its boundaries (and in some cases a large number). While there was universal support for at least one Aboriginal Board Member for each Landscape SA Region, these individuals are in most cases not able to represent all Nations within a region;
- The proposed Landscape SA regional boundaries do not generally align with cultural boundaries. There are several examples of where an Aboriginal Nation will be engaging with up to three (and in the case of the Kurna People, four) Landscape SA Boards. This brings with it coordination and time/resourcing challenges;

- Currently Aboriginal Nations have little assurance in their long-term involvement in natural resource management policy, planning, project development and delivery, and are reliant on the level of interest or commitment of boards and staff;
- There are leadership and governance structures in place that provide a platform for the new Landscape SA Boards to engage with Aboriginal Nations. Where these are in existence, it was expressed strongly that they should be utilised instead of creating something new that duplicates or conflicts with current structures;
- In many cases, these structures are under-resourced and have limited means to generate income, for example they are unable to collect rates in the same way local government areas can, and limitations on income generation from Native Title or Aboriginal Lands Trust land;
- While Aboriginal Nations share many goals and priorities with other land interests (in relation to *Back to Basics*, examples include concerns over pest plants and animals, and improved water management), there are social, cultural and environmental factors beyond those with an economic focus that do not always align with other interests;
- There is a sense that the value created by Aboriginal Nations' involvement in natural resource management is not fully appreciated and that cultural knowledge and the time of contributors is not adequately valued or resourced;
- Popular elections were identified as potentially problematic for Aboriginal representation, if those elected did not have sufficient connection to the region, cultural knowledge and cultural authority;
- Provision of advice does not constitute decision making. It was expressed on many occasions that decision making authority for Aboriginal Nations was an important aspect of increased leadership and genuine partnerships in natural resource management.

Our engagement process focussed on identifying issues and opportunities associated with the reforms. Throughout our engagement with Aboriginal Nations, the groups who we met with articulated some clear themes in terms of potential solutions to the challenges identified above. These include:

- At least one Aboriginal Person with a cultural connection to the region on each Landscape SA Board;
- There are examples of Advisory Boards or Groups that can provide a more formal mechanism to integrate Aboriginal Nations in policy, planning and project development and delivery. This can be particularly effective where there are many Aboriginal Nations in a region;
- A long-term commitment to resourcing the participation of Aboriginal Nations in the new Landscape SA framework was a common theme of consultations;

- Picking up on the Landscape scale goals of the reform, there is also strong support for reestablishing the Statewide Aboriginal NRM Advisory Group. There is also recognition that some NRM challenges extend beyond regional or cultural boundaries, and larger scale coordinated projects are required to address them.

In their written submission, the AW NRM Board also highlighted the need for adequate representation on the new boards of the Land Holding Authorities (LHA) represented in the region. They advised that this should not be via an election but through nomination from the LHAs as currently occurs.

In their written submission, amongst other many other valuable suggestions, the Kurna Adelaide and Mount Lofty Ranges NRM Advisory Group recommended cultural awareness training for all Landscape SA staff and board members. They suggested that there should be three phases of this training including general cultural awareness training, Kurna cultural awareness training and walking Country with Kurna.

## 3.18 Climate Change

At the focussed conversation with the Conservation and Primary Production sectors, one participant articulated noted that one thing that unites everyone is that the climate is changing really fast. He said that whether you're coming from an environmental perspective or a farming perspective, or both, we need to build a resilient landscape which is ultimately going to have to be biodiverse. He urged that everyone in the natural resource management space needs to come together and work out how we're going to move forward. He said that the most resilient communities work together.

His sentiments of addressing climate change in natural resource management were echoed in different areas of the state. In McLaren Vale, participants urged for the new legislation and system to be responsive and adaptive to our changing climate. It was noted that a climate focus needs to include water issues and dealing with less water available. In Meningie, it was felt that there needs to be a stronger focus on biodiversity and assisting local landowners adapt to climate change and conserve threatened species.

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**"I was surprised that the document did not start with the key issue for any land manager right now: the impact of climate change on landscapes in the future... I suggest that you start from climate change adaptation as the key future driver of change to landscapes."** Peter, via YourSAy

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In Glenunga, one priority was to achieve action on climate change to sustain the landscape for future generations. Participants felt that we need to consider how climate change will impact natural resources as well as contribution natural resources can make to climate change adaptation and mitigation.

At the Mawson Lakes community forum, the resilience of the environment and people in relation to climate change was noted as a priority, with the need to be climate change ready through future proofing. Participants in Marion acknowledged that active action on climate change is required as that is currently the biggest threat to our natural environment and biodiversity. In Gawler and Grange, climate change management was a priority too, with participants noting that it needs to be taken seriously.

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**"We want to see a landscape management system that supports climate-ready, resilient communities, economies and landscapes."**  
Resilient Hills and Coasts, via written submission

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In the Mount Barker community forums, participants stated that the new Act needs to ensure it addresses threatening processes that are being instigated through climate change. The suggested building climate change considerations into everything. Participants suggested the need to be innovative through seeing farming areas as contributing to conservation outcomes, and in turn becoming climate change resilient.



The young people in our focussed conversation in Willunga questioned how this Act will take measures to control global warming. If adaptation for global warming is the plan, does that mean we are accepting it and stopping active work? They asked the Minister if when he's talking about 'adapting' does that mean that he is accepting climate change instead of looking at ways to decrease the development?

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**"To not adequately consider climate change is ridiculous."**

Deb, via YourSAy

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One participant in Mount Gambier noted that a measure of success for this reform process is that we are confident we can deal with climate change. Another participant in Port Augusta noted that a measure of success in 2020 would be that climate change is central to planning and actions.

## 3.19 Planning Legislation

The connection between the new Landscapes SA Act and the Planning Act was raised at a number of our community forums, particularly those closest to metropolitan Adelaide and peri urban locations.

In Mawson Lakes, biodiversity was a major priority for this group, including its relationship with South Australian Planning Legislation and reform. Frustration was felt that planning legislation took priority over protection the natural environment via the NRM Act and many felt tired at trying to influence the Planning Act and the way natural resources are managed within it.

Participants in at the Glenunga community forum discussed the link between planning legislation and the new Landscapes Act as being absolutely critical to acknowledge. There was concern by several participants that the planning legislation could be contradictory to the contents of the Landscapes Act, with negative implications for natural resources. The importance of green spaces in urban planning was noted, as was urban tree canopies and wildlife corridors. Participants called for an integrated holistic approach to sustainability, minimising impact on natural systems with better urban planning.

In Grange, participants said they would like to see a rebalance of power between developers and the natural environment. Reference was again made to the relationship between the NRM Act and the Planning Act, and that it is important that the Landscapes Act takes priority over planning and development.

In Gawler, participants talked of their fear of housing development occurring on valuable land such food production and environmental value.

At the McLaren Vale forum, the role of NRM in supporting protective legislation for the McLaren Vale region was noted. The written submission from the McLaren Vale Grape Wine & Tourism Association noted their support for the maintenance of the *Character Preservation (McLaren Vale) Act 2012* and *Character Preservation (Barossa) Act 2012*.

Participants in Mount Barker called for protection of land from built development. Another participant asked the reform to take into account the Mining Act and Petroleum Geothermal Act and the risk to natural resources. She asked that these acts be not allowed to override the NRM Act, on and off shore.

At the focussed conversation with local government, the relationship between the NRM reform and planning reform was discussed. Participants questioned how the new act will integrate with the Planning Act and saw this as a good opportunity for the two Ministers to work together.

A written submission from the City of Victor Harbor noted that urban growth in the area is putting continued pressure on the landscape.

A written submission from Sabine Koolen at the City of Tea Tree Gully notes that integration between the Planning, Development and Infrastructure Act and the Landscapes SA Act is required. It was highlighted that this hasn't always worked well in the past. Sabine noted that the high

aspirations of Green Adelaide may not be realised if the Minister for Environment and Water is unable to influence planning legislation.

In the written submission from the Western Adelaide Coastal Residents Association Inc., they suggested making the Development Act and the Mining Acts subservient to the proposed Landscape Act rather than vice versa.

The Planning Institute of Australia referred to a need for greater education and training of planners about natural resource management in their written submission, as well as training of natural resource management staff about statutory planning.

## 3.20 Soil Quality

Soil quality was a priority that emerged from early engagement with the Primary Producers NRM Committee. Participants at these meetings listed sustainable agriculture, soil health, and erosion as key priorities. This was followed up in the written submission from Primary Producers SA, noting that soil and land management are critical components of natural resource management.

A participant in Mount Barker requested support to manage soil, including putting carbon back in to the soil, with on the ground support and funding needed. Other participants felt that there needs to be better support for land managers, particularly around reducing costs for land holders and providing incentives for good land management practice, particularly for retiring non-viable land.

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**"Are the soils becoming anaerobic and thereby facilitating the decay of tree tap roots, along with impairing natural soil structure and drainage? A very practical hands-on agency is surely needed to help resolve such soil issues."**

John, via YourSAy

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Soil management was also noted as a priority by some participants on Kangaroo Island.

The South East NRM Board noted that in relation to soil, the current legislation is weak with compliance, messy and difficult. The reform provides an opportunity for this issue to be addressed.

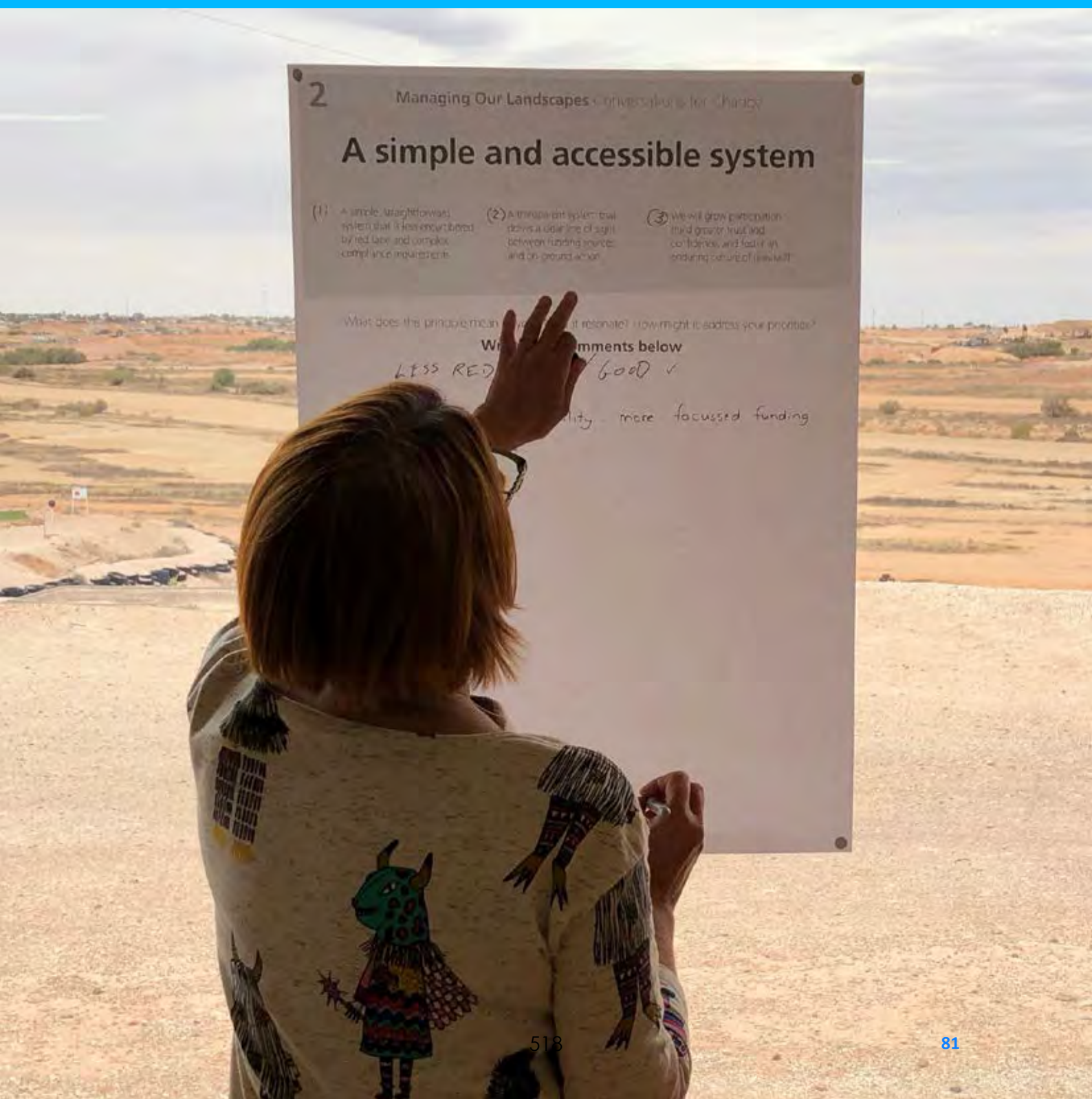
In their written submission, the Northern and Yorke NRM Board noted that there is an obvious link between soils and sustainable agriculture, although the respective responsibilities of PIRSA and NRM in sustainable agriculture needs clarification. The Eyre Peninsula NRM Board also noted the need for focus on protecting and improving soil.

A participant at the Conservation Council member group early engagement session noted that better managed soils, water and biodiversity resilience were a measure of success for this reform process.

A participant in Port Augusta wrote that balanced management of soil, water and biodiversity seen as good NRM and good business by landholders, would be their measure of success. Someone in Victor Harbor said that their measure of success would be a long-term increase in soil carbon levels.

In the written submissions received from individuals, there was support for soil being included in the Landscape SA Bill as it is an important aspect but with some questions surrounding implementation including enforcement of legislation and minimum standards surrounding soils.

## 4 | Feedback On The Guiding Principles





The Minister prepared five guiding principles to provide an overarching framework that covered the philosophies of the proposed reform.

These principles were used as a basis for conversation at the facilitated meetings and forums, with participants being invited to give initial reactions and opinions to each of them. Notes from all sessions, written submissions and online commentary can be found in the appendices.

## 4.1 Decentralised decision making

### 4.1.1 General commentary

The principle of decentralised decision making resonated with many across the state, though many questions were raised, primarily in relation to how it will be implemented and what it will actually look like when it is. There was a general sense gained by the facilitation team that the principle resonated more in the regional areas visited and less so in the Adelaide metropolitan region, though this was not affirmative as there were so many diverse perspectives across the whole state.

Participants at the community forum in Coober Pedy felt that decentralisation is a great concept, and if well implemented and managed it will have significant positive impacts on the community. Participants in Yunta noted that “People with dirt under their finger nails will greatly assist with the decision making process”. They also felt that input and funds will give districts in their region the ability to perform activities, properly and responsibly.

In contrast, at the large community forum in Glenunga, many comments were made questioning the approach of decentralised decision making, such as the tension between decentralised decision making and a whole of landscape approach. It was felt that the two are contradictory. At Mawson Lakes it was noted that people in the regions are not the only stakeholders and also that Green Adelaide doesn’t sound very decentralised. At Mount Barker, one participant noted that decentralised decision making is crucial in many areas, not all.

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**“...there is a very strong argument to retain a centralised technical and policy capacity that covers the entire state and supports the new Landscape arrangements.”** Coast Protection Board, via YourSAy

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Members of the Primary Producers NRM Committee were supportive of decentralised decision making, seeking regional local boards to manage regional investment on regional priorities.

Member groups of the Conservation Council noted that if this means an increased voice for community groups and skilled individuals with expertise in decision making then it is a good outcome. At Bordertown, the principle was supported as long as the Board is in ‘sync’ with the community.

A member of the Adelaide and Mount Lofty Ranges NRM Board agreed with the need for this principle, but suggested it be renamed 'Independent Decision Making'.

Members of the Northern and Yorke, Eyre Peninsula, and SA Murray-Darling Basin NRM Boards felt that they already operate under this principle, being active, connected community members. The SA Murray-Darling Basin NRM Board did note that some elements of the reform go against this principle, such as the Statewide Priorities Fund and Grassroots Grants program.

At Murray Bridge, people noted this concept as being "Back to the future" and suggested we examine what went wrong last time, why things were centralised or merged, and what lessons were learnt. One participant in Clare noted that they didn't think the current system felt centralised, other than periodic Ministerial directions, and that the current plan for the Northern and Yorke region was already decentralised.

There was some concern that decentralised decision making might become a failure to make decisions in Mount Barker, or that decision makers are passing the buck. In Grange a participant wrote that the principle was good in principle, as long as it isn't code for government abrogating responsibilities. Conservation Council groups wanted to ensure there is responsibility taken for the decisions, with no opportunity for 'passing' the bad environmental outcomes.

The Minister needs communities to take calculated risks and not be stifled if it becomes 'uncomfortable' for government, was the opinion of a participant in Victor Harbor.

In their written submission, Agriculture KI supported the notion to decentralise decision making and supported the idea of giving greater empowerment for the community to determine the direction of natural resource management in their regions. They hope that the government will liaise closely with the key existing community organisations, in particular farming systems groups like AgKI, who have considerable knowledge of their region, land management issues and key priorities. They attached a paper to their submission, proposing a new way of dealing with natural resource management issues in a more holistic manner.

#### *4.1.2 Access to the information and support for good decision making*

In our early engagement with the NRM Partners, it was agreed that we need to enable regional communities to feel like they can make decisions. There was discussion around the support required for regional communities to make good decisions such as having access to all of the correct information.

In Port Lincoln there was very strong support for local decision making. The need to make sound decisions based on facts and science, not on individual agendas was a priority. The same sentiment was expressed in Murray Bridge, noting that regional communities must not forget emerging science. In Gawler and Meningie, many participants noted that local decisions must be backed by good science.

In Leigh Creek participants provided an example of work that has occurred in the region with staff on the ground collecting and analysing data, that they felt was an excellent example of what can be

achieved. The staff were eventually pulled back to Adelaide and the data collected is not seemingly available for communities to utilise in decision making at the community level. It was pointed out that there is data available via the Arid Lands Information System, but it seemed as though little was known about the system or what can be accessed. It was hoped that this kind of problem would be solved through decentralised decision making.

In Marion, in response to the concept of decentralised decision making, one participant felt that there must be agreed high level outcome-based principles to provide guidance for the boards. It was felt to be a good concept overall, but one participant noted the need to include experts in community consultation processes.

There was strong support for local decision making, valuing and respecting local knowledge, allowing local decision making and embracing local wisdom on Kangaroo Island. Participants noted that small regions have limited resources and may need outside expertise and resources to enable them to manage their natural resources. Members of the KI NRM Board felt that this priority fits well with their priorities but that they would still want the support of government behind them for legalities, finance and to provide evidence bases.

#### *4.1.3 Good governance is essential*

Participants at a Conversation sector meeting noted that if the system were decentralised it would need to still be highly visible, accountable and transparent, ensuring high value for money. Concern was shown that becoming decentralised could lead to a potentially inefficient approach.

Participants in Port Lincoln suggested that to support decentralised decision making, there was a need to develop a governance and operational system or model that can be used by the boards for consistency across the state. In Clare, it was noted that the board needed to be able to speak freely, but decentralisation must not lack oversight of processes.

In Leigh Creek, it was noted that the Landscape Boards will require clear top-down guiding principles and governance and accountability for both dollars and how objectives are being met. The principle was agreed with, but participants also said there was a need for facilitation to enable good governance, links to government priorities and knowledge and communication of management processes. In Clare, a participant noted the need for local benchmarking.

Participants in Murray Bridge supported the concept and noted the need for good governance around potential conflicts of interest around local awarding of contracts to family and friends. In Mount Barker, a participant was concerned that vested interests might ignore science and a wider view beyond their patch.

#### *4.1.4 Coordinated decision making*

There were some concerns were raised during the engagement process that the principle of decentralised decision making felt to be 'at odds' with an integrated landscape approach and that

the concept needs further definition as at times it does not make sense to make decisions out of context from bigger picture priorities.

At the McLaren Vale community forum, one person noted that it was important that decentralisation doesn't lead to duplication. In Port Augusta it was suggested that inter-region co-ordination is essential, and one participant noted that the legislation should require a co-ordinating forum for all Landscape Boards.

Participants at Mawson Lakes noted that decentralised decision making may empower local communities (which they noted is really good) but will also make large scale projects more difficult. At Grange, it was noted that decentralising can result in problems if every little area does its own thing without regard to the overall good of a region.

Members of the Conservation sector felt that this approach has risks of being adhoc, not strategic and generally inefficient. They suggested that there needs to be an overarching framework. Members of the Primary Production sector also felt that there needs to be connection across borders and across the State through state wide objectives, guidelines and strategies. They suggested that where there are efficiencies in a collaborative approach (such as research on pests) boards should take a partnership or state approach but deliver local programs at board level.

#### *4.1.5 Devolved Delivery*

At the community forum in Murray Bridge, one participant felt that decentralising decisions was good, but that Landscape Boards should then delegate the implementation to others.

One participant at the combined NRM Partners, Conservation and Primary Production section session highlighted devolved delivery as a really important model, in boards having their own staff as employees of the board and being contract managers – delivering programs through established non-government organisations, community groups, industry, contractors, and also engaging agencies on a fee-for-service basis. In doing this, it would bring many more resources to the boards.

The written submission from Renmark Paringa Council noted that the South Australian Government should fund environmental programs not just rely on commonwealth funding. Local government should be funded to undertake the work on their behalf. A similar suggestion came from the City of Victor Harbor, noting in their written submission that the levy could be given to councils who then engage contractors to save duplication of contracting, often at the same sites. They said that joint programs have worked well and should continue.

In their written submission, Nature Foundation SA noted that devolved or outsourced delivery would be expected to have the effect of growing the number of people, groups and organisations involved in landscapes management. They noted that this in turn this would contribute more expertise and private resources, amplifying the effort, stimulating regional jobs, innovation and enterprise, and sustaining regional communities.

#### *4.1.6 Resources to support Decentralisation*

In Murray Bridge it was felt that the approach of decentralised decision making will only work if levies are spent in the region that they are collected.

In Grange, there was concern that decentralised decision making doesn't work without decentralised funding and decentralised expertise. It was noted that decentralised decision making demands decentralised funds for their implementation, monitoring and for being accountable for action.

In Mount Barker too, participants felt that decentralised decision making is good if there are decentralised funds to empower the decisions.



## 4.2 A simple and accessible system

### 4.2.1 General commentary

Many people were in favour of a more simple and accessible system, though many had concerns that simplification comes with significant risks in the natural resource management space, particularly in relation to enforcement of the legislation.

In Glenunga, one participant said that practice may not prove the reality with regard to a simple and accessible system, noting that Boards have different needs necessitating a level of complexity. For example, they noted that simplified levy collection basis will upset a lot of people.

In Gawler, it was said that a simple system sounds good but that the environment is complex. Someone else said it should be a system that is easy to understand and links well with all aspects – water, biodiversity, and the coast but don't lose any important information in the reform process.

In Berri, people felt that this was a principle based on jargon that sounded good on the surface but means nothing. It was also questioned how a simple system could be created that is driven by government department processes. In Grange it was felt that it is not possible to have simple and effective systems for managing complex entities. One participant suggested that this reform should aim to develop management that is responsive to, and responsible for complex natural and social systems.

The Eyre Peninsula NRM Board members liked the concept of this principle but would not want to see good governance and financial accountability lost as a result. The KI NRM Board noted the important role of the Community Engagement Officer in enabling a simple and accessible system. The Adelaide and Mount Lofty Ranges NRM Board members understand from the outside looking in that it looks complicated but that they are managing and are accountable for a budget of over \$33million so there needs to be some sort of system in place. The SA Murray-Darling NRM Board members also noted that some things just can't be simple, such as Water Allocation.

In Glenunga, one participant said, "To every complex question there is always a simple answer – and it is always wrong."

### 4.2.2 Simple and accessible legislation

In early conversations with the NRM Partners, there was agreement that the system does need to be enabling and as simple as possible. It was highlighted that whilst being simple, the system also needs to underpin property rights around water. The Act can be simple, but the detail needs to come in the regulations.

The Primary Producers NRM Committee acknowledged that there are clunky parts of Act, such as water, animal and plant control and it can be hard sometimes to take required actions or achieve required outcomes.

When asked for reactions to this principle, Conservation Council member group representatives felt that robust and effective regulation is what is required, and that regulation and compliance are needed to protect natural systems from rogue operators. They said that simple is good, but the Act needs to be robust, with participants requesting that outcomes are not compromised for simplicity. They felt that the removal of 'red tape' cannot be used to avoid environmental protections. They noted that compliance requires some enforcement measures.

At the Kingscote community forum, one participant noted that good intentions don't automatically lead to good outcomes, suggesting that some level of guidance and regulation is required to establish best practice standards. In Mawson Lakes too, participants noted that some regulation and red tape is essential for things such as preventing land clearing for habitat protection. They said that simple shouldn't mean that controls and conditions don't exist.

In Gawler, it was noted that streamlining should not remove checks and balances which are protections not merely 'red tape'. In Coober Pedy it was felt that less red tape is good, though it was noted that in cutting red tape, the environment must not be left open to exploitation. It was felt that the existing NRM Act is weak and needs 'more teeth' especially with compliance to land degradation issues.

In Mount Barker, one participant noted that "red tape has a purpose!" and another added that over simplifying the processes can lead to setting a dangerous precedent by allowing decision making by unqualified people. In Bordertown, one participant noted that a simple and accessible system was OK, as long as people cannot pay their way out of non-compliance, and as long as the culture supports legislation and is effective.

#### *4.2.3 Simple and accessible planning*

Participants in Port Lincoln noted that they would like to keep processes and planning simple and easy to understand, with a call for no more long-winded planning.

They requested that when making Landscape Boards make plans, those plans must be able to be implemented with accountability. In Victor Harbor, someone noted that they would like to see the business of the Boards come back to local towns and halls.

Participants in Mawson Lakes called for simpler plans, noting that numerous reports and management plans are compiled and then filed away, so they would like to see simpler action plans that are implemented.

#### *4.2.4 Simple and accessible funding*

Participants in Port Augusta discussed access to funding for projects, with a current lack of clarity around how to find and apply for grants, and how to fill in forms. One participant said, "Landholders like me are clueless about government departments!"

On Kangaroo Island, the community felt there is too much time spent applying for funding and questioned how it can be streamlined, or specific projects prioritised.

In Yunta, it was felt that a large percentage of funds is being eaten up in administration and participants were very much in support of streamlined governance.

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**"We support the establishment of a Grassroots Grants program... we would suggest a simple, short application process with a level of reporting and acquittal that is commensurate with the funds being made available."**

Nature Conservation Society of South Australia, via written submission

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In Scotdesco, it was noted that one of the challenges in working with NRM is the difficulty in accessing funding for projects with excessive bureaucracy in applications, funding and reporting.

In their written submission, Riverland Landcare noted that they feel secretive tendering and competitive funding arrangements puts NRM groups against each other and undermines landscape-scale approach.

#### **4.2.5 Simple and accessible information**

In Clare, when asked for their reaction to this guiding principle, people said that they wanted communication on an annual basis using simplified information graphics so that rate payers know where the levy is being spent.

The same was echoed in Glenunga with participants saying they want to be clear about what money is spent on, and clarity on the purpose for which it was raised. Another participant hoped that community would be able to attend and access minutes of meetings of the Minister and Landscape Boards.

At the Mount Gambier community forum, one participant noted that as a young person in the agriculture industry, it is very unclear and confusing as to who is responsible for what.

#### **4.2.6 Use of Blockchain**

One participant at the McLaren Vale community forum suggested that the use of blockchain technology to create a simple and accessible system has many merits. He explained that Blockchain provides an immutable record within a decentralised and distributed network. This means that there is the possibility for a greater level of transparency from the governmental to community level. He suggested that the ease of accessibility of information by all stakeholders could engender a greater amount of confidence in reform implementation which could see a significant and necessary rise in participation and suggested imagining a scenario where user feedback can be achieved through a simple smartphone application that will allow direct comments on policy decisions.

## 4.3 Community and land owners at the centre

### 4.3.1 General commentary

The topic of community and landowners at the centre came through strongly in the priorities for people during the engagement process, with engagement, partnerships and collaboration regularly talked about, as well as decentralised decision making and board structure. However, in addition to this the following commentary was made when we asked participants for their reaction to the principles.

Participants who attended the community forum in Coober Pedy noted that this principle is very relevant in their region, stating that their pastoralists are custodians and have a keen understanding of the land and sustainability. They should have a key role in decision making and implementation.

However, in Glenunga, one participant felt that they cannot trust those seeking short term profit and lacking scientific knowledge to sustainably manage. In Clare, participants noted that land owners and community are well placed, but not necessarily most skilled or knowledgeable. There was again concern from a participant that some agricultural producers are more interested in land protection than biodiversity and landscape approaches. It was noted that there still needs to be laws controlling and/water use, not just allowing landholders to do whatever they want without regard to neighbours and the environment.

In Mount Barker, it was noted that this principle will only work if landowners and the community are working for the greater good of the environment. It was suggested that community champions should be identified. In Gawler, some felt that owners come and go but the land and the landscape remain, suggesting that all action on land needs to consider the land in perpetuity.

It was noted in Glenunga that many volunteer groups do not live or own land in the area they work. It was felt that they need to have a say, not just land owners, based on their ongoing and long-term resource commitment. In Port Augusta, a participant asked who is defined as a land user as it currently feels narrow and needs to be more encompassing.

A participant in McLaren Vale noted a similar sentiment that being a 'land user' does not mean competency in landscape management. A member of the Adelaide and Mount Lofty Ranges NRM Board suggested removal of the words 'land owners', questioning why they are separated. Members of the Northern and Yorke NRM Board said the same, suggesting that land owners are the community too.

### 4.3.2 Aboriginal community and land owners at the centre

Participants at the Conservation Council member group session said that those who work on, live on and care for the land are well placed to sustain our environment, especially indigenous people.

It was noted that land holders are key as long as we understand that means government, Aboriginal people, and non-government organisations are significant land owners too. In Gawler, it was suggested that custodianship for land management can be learnt from Aboriginal people. In Port

Augusta, one participant asked consideration be given to how we engage with indigenous people and learn from ancient practices.

In Glenunga, treaties with First Nations were acknowledged, noting that Aboriginal people have sustained the land for thousands of years. They acknowledged that Aboriginal people have a special connection and this needs to be recognised in governance. In Victor Harbor, it was noted as being critical to have Aboriginal partnerships as a key success factor.

At the staff-led engagement session with the Point Pearce Aboriginal community, it was noted that the existing NRM Board has not been accountable to Point Pearce, and there has been only small help for the Indigenous Protected Area at Wardang Island. The people at the meeting suggested that the Landscape Board should start by communicating and visiting Point Pearce. It was noted that transparent dissemination of information is required so that Point Pearce knows what available, what opportunities exist and where they can step in.

During the engagement process, the importance of recognition of Traditional Owners, Aboriginal Landholding Authorities and Aboriginal Nations as 'Landholders' was noted.

#### *4.3.3 Supporting land owners*

In Port Lincoln, participants said that local NRM staff need to be supported to be responsive to local community needs, such as in response to natural disasters and ongoing land management. In Mount Barker, it was noted that land managers and volunteers need support such as technical expertise, strategic planning, and workplace health and safety. The principle was agreed with but people felt that it will only work if there are paid staff to support them.

In Gawler, it was noted that history shows landowners are not always good land managers. The same sentiment was acknowledged in Mawson Lakes, noting that "some land owners are terrible land managers" and that we should support the excellent ones, while improving performance of others.

In their written submission, Ag Excellence Alliance noted that broad acre farmers are the largest land managers in the state and that they integrate the management of their productive landscapes with the natural landscapes on their properties. They noted that farmers are very aware of the impacts of their farming systems on the natural systems on their properties and recognise the value of maintaining and enhancing soil health, water resources and native vegetation on their properties.

#### *4.3.4 Community and land owners on Landscape SA boards*

During the early engagement process, one member of the Primary Producers NRM Committee reflected on their time on an NRM Board where they would make decisions as a board but there'd be resistance from staff to implement the decisions. This led to great frustration.



At the McLaren Vale community forum, one participant noted the need for a Board and a set of partnership committees all equal in status but with different, complimentary roles. In Victor Harbor, it was suggested that Landscape Boards should be the 'user-friendly' interface between landowners and government policies.

In Marree, one participant noted that they loved the idea of landowners at the centre but said that time away from running their own business could be a barrier to participation. In Mount Gambier, participants noted that community will be involved if their opinions are respected.

#### *4.3.5 Community and landowners working with others*

Conservation Council member groups felt that this principle works but the other component to consider is to build successful and supportive coalitions across landholders, industry, government and the wider community. Landholders need support and partners, they are a wonderful part of the solution, but not the only.

In Mount Barker, the need to engage broadly was acknowledged. One participant said, "To say you spoke with one person from a subset or one family group or one organisation is not enough."

On Kangaroo Island, whilst it was agreed that there needs to be very strong representation from farmers, landholders and agriculture, it was noted that there are times when we need to consider broader issues such as climate change and marine water management that are beyond the local island community. A participant noted that there are other stakeholders other than those who work, live on and care for the land who also have ideas about management.

#### *4.3.6 The Environment at the centre*

"The natural environment must be at the centre otherwise we are doomed" was noted in Glenunga, and a member of the Adelaide and Mount Lofty NRM Board noted that this principle should put the environment at the centre, with community and landowners being a way of achieving what needs to be achieved.

## 4.4 A whole of landscape approach

This guiding principle was in the majority supported and it was linked to many via the priorities identified including biodiversity, partnerships, and protection and preservation. Many people felt that this represented the approach that has been adopted in recent years and many questioned its relationship with the new *Back to Basics* guiding principle. Many people asked for further definitions of this principle.

Broad support for a landscape-scale approach was also received via written submissions from individuals, as people noted that many issues don't respect boundaries and landscape ecology must be considered. One written submission from an individual suggested that there is somewhat of a contradiction between 'landscape' and the focus in 'back to basics.'

### 4.4.1 Defining a whole of landscape approach

When discussing a whole of landscape approach with the Primary Producers NRM Committee in our early engagement, the group felt that more information, or at least a definition was needed. The member groups of the Conservation Council noted that they were most committed to this principle but wanted to know more about how this principle might function, stating that a better definition was needed.

The NRM Partners mentioned that the Adelaide and Mount Lofty Ranges region is at the end of many of the systems and a whole of landscape approach to them is about integration. They suggested that they can't just work on weeds in one patch and someone has to make decisions about priorities. It was suggested that there needs to be more definition around Back to Basics and a Whole of Landscape Approach.

Participants in Port Lincoln noted that whatever is decided, everything is connected - society, science, and local knowledge. In Mount Barker, one participant said that we need to define whether 'Landscape' is a catchment, a region or something else.

At Glenunga, participants suggested the principle be rewritten in to everyday English. It was also suggested that 'landscape restoration' needs to be defined.

### 4.4.2 A whole of landscape across both private and Crown land

In our early engagement with the NRM Partners, the question of "Who pays for this?" was raised whilst discussing a Whole of Landscape Approach. Private landholders pay a levy, therefore perceive this should be about private land. It was felt that consideration needs to be given to recognise the impact of what they do on their neighbours. It was also suggested that the Crown should also pay a levy.

In Mount Barker there was recognition that agricultural land contributes to conservation outcomes. It was suggested that a whole of landscape approach needs to include both vegetation and farming on private and public land. In Clare, it was noted that the current approach removes the distinction

between public and private biodiverse land and that it is important to ensure the new focus embraces private land and land managers working with National Parks to improve functionality for wildlife.

In Port Augusta, it was acknowledged that thousands of primary producers care deeply about their native vegetation and need help to manage this for future generations and healthy catchments.

#### *4.4.3 Partnerships and cross-boundary collaboration*

In our focussed conversation with the Conservation sector, the desire to remove any obstructions to cross-regional project delivery and cooperation, for example promoting collaboration when it makes sense to do so, was noted. The approach also needs to be backed by long-term biodiversity reform and legislative backing. To have longevity and to be de-politicised, a whole of landscape approach needs community backing and to be driven by grass-roots, from the bottom up.

In Port Lincoln, it was noted that large scale projects and programs require strategic prioritisation and investment and supervision. The Conservation Council member groups also noted that large scale vision needs to be supported by the whole community and strategic, guaranteed long term funding to support it.

In Mount Gambier, it was suggested that Landscape SA needs to incorporate current government departments to avoid 'silos' all having different objectives. In Meningie, it was felt that this approach will require integrated management of land, water and biodiversity, noting that this is difficult to achieve when efforts are fragmented across different issues or land tenures.

In Coober Pedy, participants agreed with the approach and suggested that we need to ensure that strategic prioritisation and investment is managed to achieve high end sustainable outcomes. It was noted that large scale combined efforts will still need community input and raised visibility to meet transparency aims.

In Gawler, one participant suggested some landscape scale fire planning, using reservoirs and horticultural and viticultural areas as fire barriers. A participant at Mawson Lakes suggested that there needs to be state wide inventory and mapping of natural resources to identify threats and achievements, noting that South Australia is very behind in resource mapping. At this session, it was also questioned how a whole of landscape approach will work with decentralised decision making.

In Clare, the need for encouragement of volunteer groups who work across landscapes, such as Trees for Life, was noted.

On Kangaroo Island, the community noted that this approach helps to connect landholders and likeminded passion for conservation and landscape health.

#### *4.4.4 Funding a whole of landscape approach*

In Mount Barker it was suggested that a whole of landscape approach requires multi-year committed funding.

One participant in Clare noted sustainable agriculture as a system with the flexibility to fund innovative projects derived by farmer groups and organisations. It was said that we need to acknowledge sustainable agriculture and its role in healthy productive soils and water assets.

Members of the Conservation sector said that this principle demands a whole of sector approach, ensuring non-government organisations and community groups have equitable access to a range of funding opportunities, large and small. It also requires a more realistic timeframe for programs to deliver outcomes, for example a minimum of 3-5 year projects.

#### *4.4.5 More than just the land*

A participant in Meningie noted that we must also consider Coast and Marine. In Mount Barker, it was said that this principle needs to take in to account the sea. In Port Lincoln it was noted to recognise importance of watercourses and vegetation to biodiversity and creating resilient landscapes. The same was said in Kingscote, requesting that seascapes be considered for the island.

In McLaren Vale, it was suggested that the whole of landscape should also include the marine and coastal environment via a catchment to coast approach.

In Mount Barker, one participant felt that 'landscape' is a bad name, insinuating that is above the surface and instead we need to also take note and look after what is below the surface.

In Gawler, one participant suggested that nothing should be left out such as biodiversity and waste management. They noted that landscape includes people too. At Mawson Lakes, one participant noted that true beauty is in interfacing of species and land forms, not just landscapes.

Alternative names were explored by participants in McLaren Vale, with suggestions such as Managing our Ecosystems, Managing our Biodiversity, Managing SA Biodiversity, Bio Regional Management and Managing Yerta (using specific Aboriginal language to the specific board area) were included.

In their written submission, Southport Surf Lifesaving Club noted that the reform proposals contain too much of a focus on terrestrial issues, especially considering all by one region has coast as a part of the geography. Along with several other written submissions, they suggest coast and marine management carry as much weight as any other aspect.

## 4.5 Back to Basics

Out of the five principles, the Back to Basics principle created the most deliberation. Many people noted the tension between this principle and a whole of landscape approach, and many noted the need to include more than just soil quality, water management and pest plant and animal control as ways of achieving vibrant biodiversity.

At our early engagement with the NRM Partners, some participants suggested that the *Back to Basics* concept would resonate with farmers. It was suggested by one participant that farm biodiversity should be included as part of the *Back to Basics*. Another suggestion was that this principle should be called Sustainable Agriculture – a more useful, integrated approach.

*Back to Basics* was a key priority for the Primary Producers NRM Committee members. It was felt that this linked well to the principles of community and landowners being involved. It was acknowledged that as well as soil quality, water management and pest plant and animal control, native landscapes or native vegetation was missing from the diagram provided.

At the focussed conversation with the Conservation sector, the biggest concern relating to the guiding principles was the perceived inconsistency between *Back to Basics* and the *Whole of Landscape Approach*. Participants felt that there is a large gap in the back to basics approach of biodiversity, feeling that the principle overall is completely redundant and an integrated approach to landscapes is needed. Members of the group felt that this principle is backwards facing, and it needs to be future focussed.

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**"Back to Basics? Really?... The basics listed are not enough anymore in the 21st Century."** Betty, via YourSAy

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The Kangaroo Island NRM Board members felt that this principle doesn't cover the complete biodiversity, ecosystems and whole of landscape approach that is required. The Northern and Yorke NRM Board noted that there was nothing basic about natural resource management! The SA Arid Lands NRM Board noted that a *Back to Basics* approach needs to be balanced with a whole of landscape approach and equitable distribution of funding provided to enable Boards with smaller populations to be effective.

The Eyre Peninsula NRM Board members felt that this principle is delivered relatively well already in their region and that they never left this approach.

Members of the Adelaide and Mount Lofty Ranges NRM Board showed concern around *Back to Basics*, though acknowledged that this is an area they could do more of. Discussion occurred regarding previous NRM approaches that would include going out to spray weeds or do soil management, but there was no logic or strategic thinking around this and they feel that this needs to be there. Members of this group noted that global science is saying that the strategy is more important than ever, and not a back to basics approach and feel that it's not effective to achieve enduring outcomes.



Members of the SA Murray-Darling Basin NRM Board believe in social and ecological systems based on catchments and say that there needs to be a strong focus on biodiversity. They feel that the *Back to Basics* approach is simply treating the systems, whereas the whole of landscape approach treats the cause. This board aligns mostly with the latter. They said that the *Back to Basics* approach is what they did twenty years ago and is frustrating because it undermines the work that has been happened. They also noted that what they need to do isn't basic – it's complex – it needs to be smarter than going back to the basics, however the board did note that this depends on the definition of basics.

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**"We acknowledge and recognise the vital importance of water, soil and pest plants and animals to effective landscape management. In addition, there are a number of other key threats and assets that should be integral to the work of the Landscape Boards and new Act, including climate change, biodiversity and people."**

Conservation Council SA, via written submission

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In McLaren Vale, participants commented on pest plants in National Parks, stating that they are out of control and being managed largely by volunteers. Participants questioned where the management of pest animals currently is.

Participants in Murray Bridge wrote that this principle should include the basics being pest plants and animal control, soil stabilisation, revegetation and water conservation. In Kingscote, suggestions included funding landholders directly for creek crossings, fencing, lime sand and perennials.

A primary producer at the Clare community forum referenced the summary document where it says that regional communities want to focus on soil, water and pest plants and animals, noting that this is not the case for them, and that they really care about native vegetation, native fauna and biodiversity as a whole.

In Glenunga, one participant wrote that the basics need to be science based, not people-centric. They said that functioning ecosystems support us all.

There was some tension around the concept of this principle at Mawson Lakes with many participants feeling strongly that biodiversity should be one of the priorities listed as part of *Back to Basics*. Several participants noted that they felt this as a narrow and dated approach to NRM, feeling that it won't achieve the results that are needed in the broader environment. One participant noted the coastal communities and said, "We are not all farmers.". In their written submission, the Northern and Yorke NRM Board, along with others, noted that they believe coastal zones and marine ecosystems are part of the landscape and should be actively managed and included in legislation.

In contrast, 300 kilometres away in Yunta, discussion occurred around the need to have more of a focus on having more on the ground staff across the region able to work with pastoralists and land managers to help coordinate programs, provide advice and provide gentle encouragement and guidance to help land owners do the right thing. It was said that NRM has grown into a predictable

bureaucracy and lost its purpose to work on land improvement and allowing Pastoralists and other land users to use funds to address issues adequately. One participant wrote “Back to Basics - This wish is repeated again and again by long-term owners and managers.”

In their written submission, the Eyre Peninsula NRM Board noted the need to retain connection between biodiversity and ecosystem health with going back to basics, including finding balance between protection and recreation too.

In the written submission from Naracoorte Lucindale Council, it was noted that the back to basics principals of the reform were supported, as there is currently a “ridiculous extent of consultation and engagement”.

Responding to a letter from the Minister asking for key priorities for the reform, Conservation SA acknowledged and recognised the vital importance of water, soil and pest plants and animals to effective landscape management but noted that there are a number of other key threats and assets that should be integral to the work of the Landscape Boards and new Act, including climate change, biodiversity and people. The Goolwa to Wellington Local Action Planning Association also referred to a focus on assets and threats being the most appropriate approach to natural resource management in their written submission.

In their written submission, the Australian Coastal Society SA Branch notes that Minister Speirs makes it clear that the emphasis for the new legislation is on ‘soil quality, water management and pest and animal control’ rather than integrated natural resource management. They feel that such a restrictive approach does not allow scope for proper stewardship of coastal and marine resources.

## 5 | Feedback On Key Reform Proposals



## 5.1 Board membership

The Discussion Paper and all forums and meetings held around the state provided information regarding the proposal that the nine Landscape Boards will have seven members, with three elected by the community. The other four members, including the Chair, would be appointed by the Minister in a more traditional recruitment process as currently occurs.

### 5.1.1 *Widespread concern regarding the cost of a community election process*

There was widespread concern at the potential cost of a community election process. In many locations it was felt that an election process would be a waste of money, take a lot of time, and participants weren't sure who would vote. It was felt that a community election process could be costly and result in three appointments of the same type of people and thereby missing out on an opportunity to increase diversity.

Concerns were raised from NRM boards about whether the cost of the election process would be funded by the levy.

### 5.1.2 *Concern regarding vested interests and single-issue lobbyists*

In Clare, participants noted that the Boards need to comprise of skilled individuals and not people who are wanting to promote their own agenda or who have vested interests. In Berri, there was great concern regarding an election process, including that this could become a popular vote process. It was felt that personal interests need to be kept out of the boards and 'community' needs to be written in to their governance. This was seen as a significant risk with the proposed community election process in many locations.

In Mount Barker, participants were curious as to how the four Ministerial appointments would be selected, highlighting a need to avoid vested interests and suggesting that clear criteria would need to be set.

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**"The really difficult aspect of democracy is for the people eligible to vote getting to know the candidates well enough to choose who they want to vote for."** Robert, via YourSAy

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At our focussed conversation with young people, they advised that they felt sceptical about the proposal election process, noting that anyone could be elected via a popularity vote. One participant said, "My grandmother doesn't know about environmental field but could get elected!"

If the proposed model were to go ahead, many people felt it important that clear criteria needs to be set, which candidates being pre-selected or nominated need to meet.

There was concern from Adelaide and Mount Lofty Ranges NRM Board members that an election process may lead to bias on boards, and there may be too much self-interest with a popularity approach.

The Eyre Peninsula NRM Board felt that community interest in voting would be minimal. On the Eyre Peninsula it is considered that it would be difficult to obtain enough of an interest.

In Scotdesco, participants felt that whilst the principle of community elected representatives had some appeal, there were some problems or constraints identified for the Alinytjara Wilurara region, including the potential for larger families to have greater influence in the voting process and when people are elected as individuals, they don't have an obligation or requirement to bring information back to the communities they represent, leading to a lack of understanding and transparency.

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**"...how the new Boards will be elected... questions if those with vested or commercial interests and are well known in the community because of their high profile will be elected. Will the bigger picture be the focus, or will they be elected on platforms that suit their own purposes?"** Gayl, via YourSAy

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In their written submission, Agriculture KI noted concerned with the possibility of members being elected via a popular vote as they feel this may discount some people from nominating, as they do not have the time or inclination to run a campaign to garner votes. They noted that one of the keys strengths of the current boards is the strong emphasis placed on skills. The said that the popular vote option does not guarantee the appropriate cross section of skills, experience and local community knowledge.

In their written submission, the Electoral Reform Society SA suggested that voting should be voluntary.

### **5.1.3 Finding balance between elected and appointed positions**

Participants at the community forum in Marree suggested that if the current proposal is to be implemented, at least four members should be elected by the community, with three including the chair elected by the Minister, noting that all board members must come from the region.

The same suggestion was made by participants in Kingscote, suggesting that the make-up of the board should be switched from the Minister's proposal so that 4 members be elected by the community, and 3 appointed by the Minister, in order to get true local decision making.

The same sentiment was expressed at the community forum in Victor Harbor, with some participants suggesting that they felt the smaller the better, with regards to board size. However, some participants proposed a board size of eight, with the community electing four positions and the Minister appointing four people.



In Mawson Lakes, participants also asked that four positions be elected by the community, and just three appointed by the Minister, though the cost of the election process was a major concern. In Leigh Creek, participants suggested that if this proposal goes ahead, four people should be elected by the community and three people appointed by the Minister.

In Mount Barker, the ratios between Minister appointed positions and community elected positions were the subject of conjecture and debate. Concern was shown around the Minister appointed Chair, and whether they'd be just a 'yes' person to the Minister. A suggestion was that the Chair should be elected by the board.

In Grange, there was also concern that the proposed approach would be 'stacked' by the Minister, and some participants felt this would be no change to how it is now. They felt that the proposed structure doesn't demonstrate community decision making. Some participants said they would like to see four elected by the community and three appointed by the Minister.

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**"Your proposal to appoint some members through a process that you undertake and another through a community election will create an imbalance, and an inequity inside the board room."**

DemocracyCo, via written submission

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Members of the Adelaide and Mount Lofty Ranges NRM Board showed concern that the proposed mix of minister appointees and community elected members could create a hybrid board who aren't sure whether they are there to represent the community or something else. Members of the Northern and Yorke NRM Board felt that the proposed structure of community elections runs a risk of board members having a vested interest, and only those with great lobbying power, and the loudest voices, would win.

Some members of the group in Port Lincoln felt the whole board should be community elected.

In Ceduna, the group felt strongly that equality is extremely important, particularly when considering board representation. The group also felt very strongly that all residents (not just levy or rate payers) should be eligible to vote for community members on to the Landscape board. Participants in Bordertown provided opinion contrary to this, where they felt that those paying the levy should be eligible to vote, with one vote per property owner.

Most comments received via written submissions from individuals pertained to board membership including wondering why there would be more minister-appointed positions than community-elected, concern about getting people with the appropriate skills onto the boards, ensuring diversity in board membership, and how elections would work.

Members of the forum held in Glenunga felt it odd that the Green Adelaide board would be structured differently to the other Landscape Boards, stating that it was suspicious that there were no community representatives involved. There was also a specific concern as to why Green Adelaide would only have minister-appointed members in written submissions from individuals.

#### 5.1.4 The importance of good local skill and knowledge mix

At our focussed conversation with young people, participants asked how the Boards will ensure that there is equal representation of people from both environmental and agricultural backgrounds.

In Port Lincoln, it was strongly felt that board representation must be skills based, whether appointed by the Minister or elected by the community and that a shortlisting process could help with this. In Port Augusta, there was general support for the structure of the new boards, but participants were keen to ensure the right people are allocated through due process and against relevant criteria. Members need local knowledge and have the ability to contribute skills and experience.

In Marree, it was noted that appointees must be local people who understand the uniqueness and challenges of the outback region.

In Mount Barker, participants questioned that if the community were to elect three representatives on to the board, how this would adequately cover off on the breadth of industries and interests that utilise the landscape across a broad region. It was felt that industries such as fisheries, agriculture, vines, as well as Aboriginal culture all need to be represented and reducing the board to 7 members would limit representation opportunity.

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**"...both community elected, and government appointed board members should be selected from all community representatives. It needs to recognise that tourism in the SA Arid Lands has increased exponentially and needs representation on the Board."**

Prue, via YourSAy

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In Victor Harbor, participants felt that the boards must be made up of a diversity of thinkers including scientists, famers, Aboriginal landholders, including geographic representation across the region. It was suggested that the current boards are dominated by people from government, and perhaps these people could be ex-officio. In Mount Barker, participants felt that there needs to be a better representation of industry sectors and landholders on the new Landscape SA Boards.

In Meningie, it was noted that board membership must include expertise, skill mix and knowledge and that the number of seven appointees is about right. It was suggested that the Chair could be appointed by the community as an independent person and approved and endorsed by the Minister.

At our focussed conversation with young people, participants also noted the need for qualified people on the boards, not just random people. It was suggested that there must be some criteria, including having lived in the region for a while. They suggested teaming up farmers and the best qualified people.

The Kangaroo Island NRM Board members highlighted that the existing words in the NRM Act are good in suggesting the type of representation required on the boards.

### *5.1.5 Representation of Aboriginal people, women and young people*

In Berri, one participant noted that NRM is currently a very closed community that needs to be more open. There needs to be diversity on the boards, including Aboriginal representation and good geographic coverage. Aboriginal representation was specifically mentioned across many of the statewide forums.

Aboriginal Elders in Ceduna suggested that one of the Minister appointed positions should be an Aboriginal person, as well as one of the members elected by the community. In Nepabunna, our conversations told us that Aboriginal people would like an Aboriginal person who lives in the area to represent their interests.

At the focussed conversation with a range of South Australia Native Title Prescribed Bodies Corporate, it was said that Aboriginal Nations' involvement in the Landscapes Act must be formalised. It was felt that it can't be left as a decision of individual boards as some seem to be not interested in engaging.

At the meeting with the Point Pearce Aboriginal community, it was noted that the new boards need dedicated and identified Aboriginal members, not skills based. It was suggested that one male and one female member was needed and that Aboriginal board members needed to be strong, knowledgeable and need to be living on Country.

At the combined Conservation and Primary Production sector forum, it was noted that women are known not to put their hands up for things and generally need to be tapped on the shoulder and encouraged. The same goes with Aboriginal representation. Participants questioned how an election process would ensure diversity in board membership, together with the skills and good governance.

In Port Lincoln, representation from around the whole region was noted as being essential, plus someone from indigenous community must be on the board.

Participants in Mount Barker felt it important that consideration be given to how to attract young people to the board. Youth engagement was also raised as very important in Mount Gambier and Kingscote, with participants questioning to get representation from all demographics on to the boards.

In their written submission, Tatiara District Council proposed a model where a youth representative could be on each board, with a one-year term.

In Mawson Lakes, it was stated that young people should be on the boards as the voice of the future. Participants would like to see good diversity on the boards, with no personal interest or opportunity for financial gain.

In Clare, one participant noted that there needs to be more of a focus on skills and knowledge and community leadership, than other matters such as gender.

#### 5.1.4 *Alternative models*

During our conversations, many alternative suggestions were made to the proposed community election process which people felt would provide a more cost-effective, efficient and effective outcome.

At the combined Conservation and Primary Production sector meeting, it was suggested that rather than have three people elected from the community, it is better to have community members to apply. It was noted that this is how it currently is. One participant suggested an alternative model to the election process that still allows for community to have a say, through establishing a selection panel which is potentially made up of peak bodies, or people from the region, and they could choose three people and recommend to the Minister the other four people, or the selection panel could recommend to the Minister all seven members.

Many people in the room agreed with the above approach and it was strongly felt that there are ways of getting community input without necessarily going to a community election. Each region could have a particular focus depending on its need for example, those regions with more of a farming focus would have more farming focus on their selection panel. The peak bodies on the selection panel could be embedded in the new legislation.

Another participant suggested an independent professional organisation could be used, similar to a recruitment agency, with a set of selection criteria for each board, and everyone can apply and then they run the selection process for the Minister and provide a shortlist. They could either make the recommendation or make the decision. This would be completely independent.

Participants in Glenunga suggested that community representation should be via nomination from key groups, including volunteer and land care groups, and not by election. Advisory Groups were also suggested as a way for boards to receive advice, with particular reference to both advice from experts who can provide evidence-based science, but also this being a way that Landcare groups and volunteers could provide input in to decision making.

A similar proposal was made in Kingscote, which no participants disagreed with, being that groups should be identified to nominate people on to the boards, noting that these groups already have a process for electing representatives. These qualified locals should be put forward for positions on the board and appointed by the Minister.

In Berri, Participants also put forward suggestions for alternative approaches to recruit to the Landscape Boards, including that nominations be put forward to the Minister and a panel of selectors make the decision based on what skills the board requires. The idea of a pool of people with identified skill sets could be available to be appointed to the board. It was recommended that local stakeholder groups such as Regional Development and local industry be engaged to determine what skills sets are needed on the board.

The Northern and Yorke NRM Board members were not averse to three community members being nominated by groups such as councils, Primary Producers SA or other relevant organisations, but it must be clearly explained what is being achieved by taking this approach. Members of the South East NRM Board said that an alternative to the community election process could be to establish a community-based selection panel drawn from across sector groups and the region to make either

recommendation to the Minister and/or appoint the community nominated members themselves based on criteria.

In Scotdesco, a similar approach was suggested whereby the Yalata representatives felt it would be preferable for each Alinytjara Wilurara community organisation's board to nominate their Board, for the Minister's approval, instead of a community vote for individuals.

In Leigh Creek it was noted that the existing NRM groups in the SA Arid Lands region work well, and that they should be retained and could be elected by the community. The groups themselves could then elect a representative to the board. It was felt that a broad based election won't work across the region, especially as this region does not have council elections and operates differently. Hence the idea that a more localised approach via the NRM groups would be a better approach. It was proposed that the NRM Board could take on more of a jury model with a diversity of local people that oversee the groups who could be community elected.

In Marree, the group proposed a structure and process for appointment of community members to the Board which delivers on the key principles being put forward by the Minister, and while different from the current proposal being suggested by the Minister, allows for a bottom up approach and representation across the region. This model would ensure the community is well represented across the region and enables the communities and staff across the region to work within their local area minimising extended travelling across the entire outback area. This proposed model is shared in detail in the forum report in the appendices of this report.

In their written submission, the Outback Communities Authority suggested considering the establishment of district groups within the larger landscape regions based on soil board boundaries.

In the written submissions from individuals, one comment made regarding board function suggested the boards appoint 'partnership committees' that can advise the boards on specific aspects such as biodiversity, feral animals, or water. One person was very critical of the duplication that NRM/Landscapes has and wanted to see it abolished, one person though changing the name from NRM to Landscapes would cause non-recognition among the public, and one person was confused as to if the new legislation would apply to all land or just public land.

In the written submission from the City of Charles Sturt, they noted that councils across the State are significant land managers and there should be greater recognition of, and support for, local government as a key stakeholder and delivery partner. With this in mind, they recommended that a representative from local government is required in the composition of each Board.

In their written submission, DemocracyCo suggested a model which would start with an Expression of Interest Taskforce consisting of a diverse blend of stakeholders and community members from all regions be convened to undertake the preparatory work to develop an expression of interest brief that defines the skills required for Board members and Board chairs and outlines the selection criteria. They suggested that the Chief Executive of the relevant departments and the Minister and shadow counterpart also sit on this group and work with it to undertake this work. Together, the Taskforce creates and agrees on the Expression of Interest document. This document is released to the public, and nominations requested.



DemocracyCo suggested the second stage being a Regional Appointment Taskforce whereby a selection taskforce is convened to assess nominations and provide recommendations to the Minister. For transparency, they suggested that one taskforce is established for each Region. This taskforce would include regional stakeholders plus people from an outside region with no previous involvement in natural resource management to ensure that appointments are based on the best, most suitable candidates, for example those which meet the criteria developed in the Expression of Interest.

They suggested that this appointment taskforce has authority to recommend for appointment all members, except the Chair, and that the relevant agency (Department of Environment and Water) has no role in the appointment process. Upon completion of their process, the Regional Appointment Taskforce would provide recommendations to the Minister. If the Minister is not willing to accept any of their nominees, he or she must explain why, and it must only be based on suitability against the criteria. In this case, the Minister would direct the Appointment Taskforce to recommend an alternative candidate. The process would end with the Minister announcing appointments.

#### *5.1.5 Succession planning for boards*

Participants in Port Lincoln suggested that grassroots initiatives (funded by the Grassroots Grants program) should include regional succession planning for Landscape SA boards, skilling up younger demographic for future roles on the board, or beyond.

Members of the Northern and Yorke NRM Board echoed a similar sentiment, noting the board felt a better use of \$2 million (when discussing the Grassroots Grants program) could be to set up a Youth Environmental Leadership program across the state, replacing one that has recently been discontinued in the region due to lack of funding.

This idea was suggested in Bordertown too, with participants suggesting succession planning be embedded into the education process through schools and that school students should be supported to attend Board meetings as observers to help them to understand what goes on and the importance of natural resource management. They felt strongly that there needs to be an increase in the level of active engagement by involving youth and preparing the next generation.

Succession planning for boards was also noted as important by participants in Mount Barker, at the Primary Producers focussed workshop and at the South East NRM Board meeting.

## 5.2 Board accountabilities

The Discussion Paper and all forums and meetings held around the state provided information regarding board accountabilities, noting that the new boards would:

- Be responsible for setting their own budgets, shared publicly;
- Employ a general manager, who manages staff;
- Have the power to set and manage their own levies;
- Establish a 5-year Landscape Plan for their region, identifying priorities;
- Establish partnerships and undertake outsourcing.

Much of the input received regarding board accountabilities has been captured elsewhere in this report, such as under the heading of Planning, Accountability and Coordination within the Top 20 Priorities for Reform chapter.

In addition to this, the facilitation team used this section of the statewide conversation process with community to ask participants to consider what processes are important to have in place to best evaluate and report on outcomes from managing natural resource management. Suggestions included, but weren't limited to, the following –

Establish measurable economic, social and environmental outcomes, supported by data.	Develop a governance and operational system/model inclusive of reporting, engagement.	5-year plan have staged progress reports: review process; change process.
Transparency and accountability both within region and to Minister.	Identify key partnerships via planning processes for delivery of plan outcomes.	Use of technology to manage and monitor project deliverables.
Landscape condition information kept in central place.	Reporting on what is delivered and the work of the Board – annual reporting needs to occur in detail.	Surveys – need to know what is in the environment, so you know what you are trying to manage ~ feral, native flora, fauna protection.
Assessment of community attitude knowledge and involvement.	Outcomes need to be well integrated and embedded into other community priorities such as health and education.	Every 'project' must report progress and achievement – publicly available – learning from failures (as well as success).
Standard benchmarking.	Universal definitions.	Meetings open to the public.

Participants at the focussed conversation with young people asked that if the Landscapes Boards are kept 'at arm's length from the government', how will the Board be kept accountable? They also asked how the new Act will ensure that the same issues with NRM won't happen again.

In their written submission, the Eyre Peninsula NRM Board noted that streamlining planning and modern engagement would free up resources for on-ground works and there is need for streamlined planning and reporting, suggesting a single state strategic planning document be in place, with 3-year regional plans alongside it.

## 5.3 Boundaries

The Discussion Paper and all forums and meetings held around the state provided information regarding the proposed nine new Landscape Boards, plus Green Adelaide.

It was stated that existing boundaries are proposed to be largely retained, however there could be some changes to boundaries depending on the outcomes of the engagement process. The boundaries for the new Adelaide region are not yet drawn.

The facilitation team raised the topic of boundaries when holding conversation events and meetings across the state and provided opportunity for the community to comment on anything they would like the Minister to know about regarding boundaries in each region.

### 5.3.1 *General commentary on boundaries*

In our early engagement meetings, the NRM Partners urged the Minister to not change a boundary of any region to address financial security for a board. They felt that there are other ways to address financial security. The group felt that the current boundaries of regions across the state are working well.

In many areas, boundaries were discussed with political, economic or ecology being typically used to determine them. In the majority, it was felt that for natural resource management purposes, ecological factors were the most important. It was noted in several places that this often connects also to the boundaries of Aboriginal Nations, which are generally based on the ecology of landscapes. In their written submission, the Native Vegetation Council noted that managing landscapes as bio-regions is essential for a number of benefits to be realised.

There were some general comments wanting more information about boundaries in written submissions received from individuals, and one person suggested that they follow water catchments and local government boundaries.

The written submission from the Stormwater Management Authority noted similar sentiment, suggesting that the Minister consider making boundary changes with due regard for natural water catchment boundaries and to existing local government boundaries.

In the written submission from the City of Onkaparinga, it was noted that any changes to NRM boundaries incur significant work for council data management, mapping and customer service. Alexandrina Council noted their concern that splitting the Adelaide and Mount Lofty Ranges region in to three regions will put funding for the Hills and Fleurieu region at risk.

### 5.3.2 SA Arid Lands

At the Port Augusta community forum, the Minister specifically asked participants to talk about whether Port Augusta should be included in the Arid Lands area, to which they all agreed it should be, together with Whyalla and the Barrier Highway area heading back south toward the Murray.

Strong consideration should also be given to shifting Whyalla into the SA Arid Lands region as well and it was pointed out that Whyalla do not see themselves in the same landscape as Port Lincoln and Lower Eyre and relate more to the Arid Lands environment. In Port Augusta, there was also strong discussion around pushing the south eastern boundary of the Arid Lands Landscape Board region further south to incorporate the region to the north of the Murray-Darling Basin area as this is semi-arid country and fits more with the northern landscape region.

In Leigh Creek, there was some concern that by including Port Augusta they will dominate how the funding is delivered on the ground given the greater population. It was felt that this is a big risk and has the potential to become what Adelaide is to the regions, albeit on a slightly smaller scale. People in Leigh Creek felt that it makes sense from a landscape perspective to include Hawker region and the Eastern Districts along the Barrier Highway pushing further south. One suggestion was to extend the entire southern boundary to the Goyder Line, but not include Port Augusta. A landscape approach to drawing the boundary was supported.

People in Yunta broadly supported Port Augusta and Flinders Rangers Council coming into the SA Arid Lands region, although noted that this may need further careful consideration, and that consideration should be given to moving the south eastern boundary further south.

At the community forum in Marree, participants felt that Port Augusta should not be included in the SA Arid Lands region. Port Augusta issues are significantly different to the SA Arid Lands region and having them included may result in a redirection of funds away from the outback area to support the community with the strongest voice.

The SA Arid Lands NRM Board also noted that Port Augusta issues are very different from the Arid Lands region. While the surrounding area around Port Augusta aligns, the issues for the city itself are very different. Port Augusta is dealing with matters related to an urban environment within a local government area that has a strong voice and in this sense is quite different when compared with the unique issues of the Arid Lands region. The board members noted that there needs to be greater thought given to the possible implications of this boundary change as it would be a risk to make the change purely from a financial perspective or perceived levy distribution benefit which may not in reality deliver the right outcome.

In Marree, it was felt that the region should reflect the unincorporated area, inclusive of the two exceptions, Coober Pedy and Roxby Downs. The south eastern boundary along the Barrier Highway could move marginally south, but traditionally this area has not seen themselves as being associated with the broader Arid Lands region. They felt that this area should decide to what extent they are included with Arid Lands. Hawker could be included in the area, but not Quorn. Participants again noted that this needs to be carefully considered as it begins to incorporate an area that has different administration arrangements, such as Flinders Rangers Council. Participants suggested that there is merit in aligning the region to the unincorporated area to avoid cross over with different administrative boundaries, levy structures and tenures.

### 5.3.3 *Alinytjlara Wilurara*

In Ceduna, the option to move the Alinytjlara Wilurara boundary to incorporate the town of Ceduna was discussed, though the discussion then went broader and no consensus was reached. Participants advised that people in Ceduna often feel unrepresented or heard when Port Lincoln is seen as the centre for the region they are in.

In Ceduna there was also discussion about how the Eyre Peninsula and Alinytjlara Wilurara regions do not align with cultural boundaries and native title boundaries.

Alinytjlara Wilurara NRM Board noted potential for boundary overlaps between their region and the Eyre Peninsula, including potential for informal or formal partnerships in this area.

### 5.3.4 *Eyre Peninsula*

In Ceduna, one suggestion was that there were more accessible and responsive arrangements for people to the north of the region when there was an NRM office based out of Wudinna. There were also advantages when there were sub-regions involved in planning and delivery of projects. Some participants felt that this model warrants further consideration. While some participants (but not all) thought reinstating Wudinna as a Landscape SA hub would work, it was agreed by participants that a Ceduna hub would work best to reflect local issues and priorities.

Members of the Eyre Peninsula NRM Board said that Whyalla should stay in the region as they have worked hard with this area. It was noted that without their levy it may make the Eyre Peninsula region non-viable.

### 5.3.5 *Northern and Yorke*

Boundaries were the biggest priority for the Northern and Yorke NRM board to discuss during the meeting, and their written submission also notes this. With regard to the possibility of Port Augusta moving in to the SA Arid Lands region, the group said that if there was no gulf, it might make sense. But as at the head of the gulf, Port Augusta should stay in the Northern and Yorke region, given the amount of coastline already in this region.

However, the board suggested that the Northern and Yorke board could manage the coastline on behalf of the SA Arid Lands board, much like they already work with the SA Murray-Darling Basin Board on cross-boundary projects. The board acknowledged the sense of community in Port Augusta and that it makes sense for Port Augusta to be in SA Arid Lands region. The group highlighted that in making the final decision, the needs of Aboriginal nations in the area should be considered.

The coast was a recurring topic during the meeting with the Point Pearce Aboriginal community and Narungga Country (Yorke Peninsula) people see this zone as key to caring for their cultural heritage, engagement in natural resources management and pursuing economic development opportunities, including tourism, ranger employment, visitor management, and native plant harvesting.



With regard to the southern border, it was strongly felt that Clare belongs in the Northern and Yorke region. Members of the group said that Clare fits with the identity of Northern and Yorke, Clare is the centre and Clare is not the Adelaide Plains. It was also noted that councils to the north of Clare align south to Clare, not north to Port Augusta. One suggestion also included that Northern and Yorke could 'take in' the Adelaide Plains, though council areas should be asked where they would like to sit.

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**"I am concerned by the proposed boundary changes for the Northern and Yorke Region."** Ruth, via YourSAy

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Participants in the Clare community forum noted that boundaries for the Northern and Yorke region currently work well on 'landscape function' and focus. Consistency among boundaries used by local councils, Landscape SA and state departments was noted and the amount of work for local government increases if you split a council region across two NRM regions.

#### **5.3.6 SA Murray-Darling Basin**

There was some discussion about boundaries of the region with the SA Murray-Darling Basin NRM Board, specifically in relation to the council areas of Alexandrina, Mount Barker and Goyder. The board feels strongly that boundaries should not be the tool ensuring the financial viability of the boards. This board believes in a landscape approach of catchments, bio-landscapes and social considerations.

The board felt that Alexandrina and Mount Barker shouldn't be split as this would be splitting the Eastern Mount Lofty Ranges in half. It makes no sense to the board members. From a Murray-Darling Basin perspective, they fit in to the Basin and this was a decision based on science. The NRM Board suggested that where good relationships exist, don't change the boundaries. For example, the local people in Burra would be disappointed to be removed from our region.

In the written submission from Alexandrina Council, they noted their membership of the Southern and Hills Local Government Association and therefore feel they have the most appropriate alignment with the Hills and Fleurieu region, requesting that most of their council area fall in this new region.

In the written submission from Mount Barker District Council it was noted that the people, culture and economy of Mount Barker identifies with the Adelaide Hills and Mount Lofty Ranges region. The submission stated that Mount Barker should not be in the SA Murray Darling Basin region. They also noted that the whole council area should be in one region not two.

### 5.3.7 *South East*

The South East NRM Board noted that while there are no proposed boundary changes for the South East region, should consideration be given to the north west boundary north of Salt Creek, which is the boundary that receives most debate in the region, then communities of interest need to be considered together with landscape issues. This includes considering how the community structure operate and their links to key town centres.

One comment made at the Mount Gambier community forum was that the Coorong area needs to be within Murray Darling Basin region. There was also uncertainty from one participant around where the South East upper boundary is. At Bordertown, the community said that the upper south east has distinct issues and characteristics from the rest of the south east region and this needs to be considered when allocating funding to programs and projects. Often the area is treated as the poor cousin to the lower south east.

Participants in Bordertown also said that consideration could be given to the north western boundary of the region and where it is best located. It was acknowledged that this is not a straight forward issue as the lower Coorong is connected to the lower lakes and Murray-Darling Basin. Any changes need to consider levy implications and what's best for the landscape. Where possible, alignment with other regional boundaries, such as the RDA and local government, helps in developing partnerships and management plans and this in itself could be a reason for considering a shift. It was noted that the current arrangements in place have been largely driven by landscape and this should be considered in any review process. It was also noted that Alexandrina Council should be consulted if there was to be any changes to this boundary.

### 5.3.8 *Green Adelaide, Plans and Valleys and Hills and Fleurieu*

In our meeting with the Adelaide and Mount Lofty NRM Board, members strongly felt that the catchment split in to the three regions is the major flaw of the proposed approach. They said that boundaries must be based on a water allocation and catchment approach and decisions must be made on an environmental basis. This was also noted in their written submission. In our conversation, they added that setting up two extra boards isn't sustainable and may even cause competition between them. A suggestion was made that there could be one board for the Adelaide and Mount Lofty Ranges region, with three advisory boards. A representative from each of these advisory boards could then attend the main board meeting.

In their written submission, the Adelaide and Mount Lofty Ranges NRM Board suggested that Green Adelaide incorporates all urban council areas.

The written submission from the City of Onkaparinga suggested that the boundary for Green Adelaide should be consistent with the Greater Adelaide urban planning boundary, ending at Sellicks Beach. The boundary line should be based on the natural resources management functions and urban ecology focus. It was suggested that the remaining council area should be included in Hills and Fleurieu region which is consistent with the McLaren Vale Protected Area and considers community identity.

Relating to this, there was a good discussion in McLaren Vale with regard to boundaries of the new Hills and Fleurieu region, following the Minister asking whether McLaren Vale and Willunga should fall within this new region or within Green Adelaide. Whilst many options were explored through the discussion, a poll undertaken showed that the overwhelming majority of participants would like McLaren Vale and Willunga, with the Onkaparinga River being the most northerly point, within the Hills and Fleurieu region. A small handful of people were undecided, and just one participant supported these towns being in Green Adelaide.

The young people in Willunga felt that they suited being situated within the Hills and Fleurieu region. When discussing where the boundary for Green Adelaide should start, it was suggested that Sellicks Beach is too far away to be part of Green Adelaide, and the same for Aldinga, where the beach and scrub fit the landscape of the Hills and Fleurieu region. It was suggested that Seaford be part of Green Adelaide given its more dense, urban layout and larger shopping centres.

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**"I am curious about why the hills regions are to be centralised in the city and wonder if the day to day operations if the officers will be reduced and trimmed back as a result?"** Carol, via YourSAy

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In Victor Harbor, a discussion occurred regarding boundaries with no firm outcome. Discussion included use of local government boundaries and being cautious around incorporating areas like Mount Barker as it is more urban than the rest of the region.

In Gawler, discussion occurred particularly relating to the Plains and Valleys, with aligning similar geographies and landscapes within boundaries preferred where possible. However, advice was given to not get too hung up on 'borders' because within each boundary the communities will have access to funding their priority projects.

The written submission from the City of Playford suggested that Green Adelaide should include the urban areas of Playford council, but not the agricultural areas.

In Mount Barker, given the catchments throughout the Adelaide Mount Lofty region, it was felt that dividing the region into two separate boards could be problematic. A participant suggested considering one board with two sub boards to ensure continuity and catchment management.

However, participants in Mount Barker noted that whatever the boundaries are, there needs to be good collaboration across the boundaries, especially with respect to planning. It was also suggested that aligning boundaries with other government regional boundaries could be considered, making it easier to do business.

At the Four Nations workshop, held to consider specifically the way Kaurna, Peramangk, Ngadjuri and Ngarrindjeri nations could be affected by the key proposals, it was noted that the creation of three new regions introduces some complexity for each of the Four Nations groups, both individually and collectively. It was highlighted that based on the likely boundaries, the new regions will intersect numerous cultural boundaries. This comes with various challenges including the potential demands of the time of cultural knowledge holders in contributing to program and project planning and delivery, and the need for a longer-term commitment to resourcing which would

support inclusion. A coordinated approach to engagement with the Four Nations groups was identified as a priority, to make the most effective use of people's time and input

Suggestions for the Green Adelaide boundary via written submissions from individuals were to include the Adelaide Hills parks and reserves (possibly use Adelaide and Central Hills district boundary), to not only include the CBD, and to include a coastal strip down to Sellicks Beach.

### *Kangaroo Island*

Members of the Kangaroo Island NRM board felt strongly that the existing boundary of the island should remain, with a firm need for Kangaroo Island to retain its own board.

At the community forum in Kingscote, it was noted that the island must remain its own region. One participant said, "We are an island and want to retain our island identity. We certainly do not want to be swallowed up by the Fleurieu."

## 5.4 Green Adelaide

There was optimism regarding Green Adelaide and the opportunities it brings for innovation and to be a world leader in linking urban life to land management, particularly in the community forums we held in or close to metropolitan Adelaide. Participants in our community forums liked the aspirational goals it could set, and the separation of the city and country.

In Grange, one participant noted that one of Colonial Light's original visions was for Adelaide to be a "Garden City" and perhaps this should be revisited within the remit of Green Adelaide.

In written submissions from individuals, comments about Green Adelaide included questioning why there would be no elected members on the board, discussions around the boundary (that it should only include the CBD and one person wants to see a strip of coast down to Sellicks Beach included), worry that it will be too metro-focussed, support for more 'green streets,' and a desire to see Green Adelaide focus on coasts, rivers, wetlands, and water-sensitive urban design.

In their written submission, Adelaide City Council suggested that the Green Adelaide board needs a representative from each council area, urban planning, green infrastructure, water management, finance, aboriginal and open space or park management.

The written submission from Conservation SA also urged that consideration be given to a high level of community ownership be developed through the governance and operating approach of Green Adelaide, referencing the London National Park City as a fascinating example of a community driven approach to city-wide landscape protection and enhancement.

Through the statewide forums, the community were asked what they believed should be the top functions or priorities of Green Adelaide. This opportunity was offered to every forum, whether close to Adelaide or not.

The following priority themes were what we heard many times.

### 5.4.1 Urban planning

Participants in the community forums said that would like to see Green Adelaide focus on creating green streets and flourishing parklands, including the retention and preservation of existing natural assets. They would like to see canopy cover both maintained and increased.

They would like Green Adelaide to have a role in maintaining green space within the metropolitan area, giving input into planning and development processes. This includes Green Adelaide being involved in integrated planning processes that ensure quality green spaces are maintained and improved. Participants said that they would like Green Adelaide to have the ability to influence Development Plans that may have adverse environmental impacts.

Within this, participants noted the desire to see builders and developers connecting to Green Adelaide. One participant noted that they would like to see a 'Green Adelaide' that is supported by legislation and that can be achieved, rather than being controlled by developers. They would like to



see Green Adelaide “demonstrating world best practice, and not more bad development”. One participant noted that they would like a priority of Green Adelaide to be development that increases ambience of green open space.

In their written submission, the Resilient East Project via the City of Unley suggested that the development sector needs to be legislated to be part of the solution in relation to biodiversity. They noted that the vast majority of urban development currently being undertaken would not pass simple tests for a number of things, including preserving, protecting and maintaining natural assets, significant trees and urban gardens essential to habitat and biodiversity connectivity.

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**“I live in Richmond, a fairly industrial area, and I would love to see more greenery within the suburb and in all suburbs for that matter.”** Kristy, via YourSAy

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Participants believe Green Adelaide has a role to play in maintaining green space and ensuring that new development respects local flora and fauna, as well as having a holistic plan for restoration and conservation of rivers and creeks. They noted that they would like wildlife corridors and trails that are connected to reserves retaining, and bush land settings and habitats rehabilitating. There was a note to stop destroying habitat in the metropolitan area, for example significant trees being removed.

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**“We support the establishment of Green Adelaide and suggest it could establish itself as a world leader in the emerging field of Biodiversity Sensitive Urban Design.”**

Nature Conservation Society of South Australia, via written submission

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One participant noted that a priority for Green Adelaide should be the coordination of the utilisation of all available open spaces, including very small front and backyards, so that maximum environmental outcomes for biodiversity result.

In their written submission, the City of Marion noted that Green Adelaide is an important opportunity to provide specific guidance on urban design to enhance biodiversity through defining strategic corridors and priority sites for conservation and restoration.

#### **5.4.2 Urban biodiversity**

Many participants said that a function of Green Adelaide should be to maintain biodiversity in areas of urban infill and diversity. Urban biodiversity should include private homes, public spaces and parklands.

Biodiversity and habitat must be kept, enhanced and encouraged and participants felt Green Adelaide has a significant role to play in this. A focus on remnant vegetation protection and

restoration and sites of high conservation value was noted as a priority by one participant. It was suggested that large enough spaces for meaningful habitat for species need to be planned for.

Participants noted the desire to see Green Adelaide working with Adelaide's ecologists and environmentalists to determine indigenous plant species lists for street scapes and native strips that will support native wildlife, but also deal with the increasing climate extremes. Fauna in the city and on coastal strips was noted as being important, ensuring wildlife corridors include South Australian native plant species. It was noted that planting should occur for biodiversity and sustainability.

We were told that Green Adelaide should prioritise empowering the urban community to get involved with biodiversity action within and beyond their region.

#### **5.4.3 Greater connection to nature and the regions**

Participants hoped that Green Adelaide could bring increased connection to nature within Adelaide and the broader regions, including increased awareness of regional issues and the value of regional communities. In Victor Harbor, participants saw it as an opportunity to link the actions and habits in the city to a vibrant rural community, highlighting how hard farming can be.

One participant said they would like Green Adelaide to "make city people care". Another said that Green Adelaide is an important opportunity to engage the hearts and minds of the Adelaide population base, connecting people with nature and biodiversity.

In their written submission, Adelaide City Council suggested that Green Adelaide needs to have an objective of re-connecting communities to the environment.

#### **5.4.4 Healthy waterways**

Healthy waterways were mentioned many times in relation to the potential functions of Green Adelaide.

Participants said that they would like to see Green Adelaide managing river courses as ecological entities, overseeing river health from the hills to sea, including the upkeep and ongoing maintenance of urban rivers. The health of the River Torrens was specifically mentioned, including effective sustained management of the river and creek ecosystems, weed management and water quality.

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**As a Highbury resident close to the River Torrens Linear Park I am concerned about the attention given the River Torrens by the NRM (or is it more correct to say lack of attention)." Paul, via YourSAy**

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One participant noted that they would like to see expansion of the 'urban creek recovery project' across Adelaide, to integrate management of stormwater, flood mitigation, habitat, biodiversity,

water quality. Another participant would like to see Green Adelaide managing catchment areas and restoring wetlands.

Community use of water bodies including rivers, such as the Torrens in the City, and still water at places like Craigie Burn and Thornton Park were on the priority list for one participant for Green Adelaide. Another participant wanted to see a focus on practical implementation of the water cycle in green corridors and urban environments.

In their written submission, the City of West Torrens questioned a number of things, including what the role of Green Adelaide will be in caring for urban rivers and wetlands, and whether the River Torrens Recovery Funding will cease.

#### **5.4.5 Community engagement and education**

Community engagement and education were suggested as a fundamental function of Green Adelaide many times. This includes nature education, education around valuing ecosystems and sustainable development, and education inclusive of climate change.

It was suggested that groups like Trees for Life are supported by Green Adelaide, bringing together volunteers in urban areas to support revegetation and bush protection in urban fringe and regional areas. One participant noted that education is critical and interaction with the environment essential to ensure that children don't lack understanding of the environment. It was also noted by one participant that the term nature education should be reconsidered.

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**"...education has progressed from nature education, to environmental education, to sustainability education and a now we have a combined environmental and sustainability education focus. I am therefore quite concerned that Green Adelaide is going to have nature education as a priority."** Sharon, via YourSAy

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#### **5.4.6 Climate Change**

Participants across the community forums regularly suggested priorities and functions for Green Adelaide that address climate change. It was noted that Green Adelaide should engage with longer term changes in urban planning for climate change, including how we protect and include nature in those plans. It was felt by another participant that Green Adelaide should communicate the benefits of trees, shrubs and greening to prepare for continued climate change.

The City of Port Adelaide Enfield noted in their written submission that climate change needs far greater degree of reference to this issue, especially for Green Adelaide projects such as AdaptWest. They suggested that this needs to be one of the objectives of the Act, listed alongside other key priorities.

In their written submission, amongst other things across the whole reform, the Premier's Climate Change Council noted that Green Adelaide provided good opportunity to continue and build on existing partnerships created as part of the Carbon Neutral Adelaide program.

It was noted that we need a long-term vision for the state regarding climate change and this shouldn't be tied to election cycles.

#### *5.4.7 Urban Water Management*

Urban water management was mentioned as a priority several times. It was suggested that Green Adelaide could have a role in managing responsibilities between councils, state government and boards in this regard.

Urban stormwater management, stormwater pollution, water sensitive urban design to adapt to climate change, and water sensitive cities were also listed as priorities in community forums and written submissions.

#### *5.4.8 Coastal management*

Vibrant coastal regions, and future proofing our coastline against sea level rises and climate change was highlighted as a potential priority for Green Adelaide. Participants suggested that this includes coastal and marine management, being a holistic approach of dunes, cliffs and marine.

In the written submissions from individuals, within the broader reform several people want coast and marine issues to be considered as much as terrestrial issues, either by giving those responsibilities directly to the Landscape Boards or by amending the Acts to be in support with Landscape SA. Some people believed that Green Adelaide was better-suited to deal with coastal issues than other Landscape Boards while one person thought Green Adelaide would be too metro-focussed to do much with the coast.

In their written submission, the City of Holdfast Bay noted that they would like to see coastal management (including coastal protection) included in the Natural Resource Management reform scope. The City of West Torrens asked what the Green Adelaide responsibilities will be for coastal management.

In their written submission, the Coast Protection Board noted that Green Adelaide could take on the Coast Protection Board role, but it would likely be an add-on and not a priority. However, Green Adelaide could focus on metropolitan coastal issues.

Birdlife Australia noted in their written submission that the coast is a very important part of Green Adelaide. They said that it is a great and easy opportunity to make the coast a connection point with natural resources and to show the community that it is more than just 'sand and seagulls'. They noted that the already long-established programs such as the Hooded Plover and Shorebirds 2020 program connect strongly with the community at the coast.

## 5.5 Capping, collecting and distributing levies

Funding was identified as a major priority within the reform process and much of the discussions held around that state have been summarised earlier in this report.

The main sentiment that we observed was that however the Minister decides to cap, collect or distribute levies, a critical part of his success will be both the ability to collect and distribute levies in an efficient way that leaves boards with a fair and appropriate share of the funding pot, and the communications and transparency surrounding this.

Further commentary relating to the capping, collecting and distributing of levies is summarised below. Notes from all engagement activity can be found in the appendices.

### 5.5.1 *Capping of levies*

In Berri, there were strong views that the government has made an election promise to cap levies, so this needs to happen. Participants in Bordertown suggested that a CPI based restriction on levy increase be implemented immediately, irrespective of the new Act.

Participants in Yunta echoed the same sentiment, suggesting that levies should be capped according to CPI and whoever makes funding decisions should visit the area to meet the owners of property who are contributing more to the cost of activities carried out by NRM boards on their properties.

In Gawler, there was some discussion around levy capping, with the comment being noted by a farmer that those who live and work on the land don't have an income that rises according to CPI.

In Grange, it was felt by some people in the group that the capping of levies limits the future possibilities in relation to the overall amount of money available. In Mount Barker, it was noted that we are at a 20-year low for both federal and state funding for the environment, and one participant questioned how this government expects to do what needs to be done AND introduce a cap. It was felt that this is almost an impossibility.

In terms of calculation of levies, in the written submissions received from individuals, one person thought the levy was too high, another said the calculation methods needs to be transparent, and one specifically commented on water levy saying that the minimum levy is unfair to small allocation holders and that it should be based on usage. People agreed with levy capping and one person specifically agreed with tying it to CPI. One suggested that levy from the cities will need to be redistributed to regional areas to support them and one person suggested combining Adelaide and Mount Lofty Ranges region with Kangaroo Island and Alinytjara Wilurara with SA Arid Lands or Eyre Peninsula, although it was unclear if they were referring to a levy pool or boundaries.

In their written submission, the owners of the Coward Springs Campground along the Oodnadatta Track, applauded the capping of land and water levies according to the CPI and noted that they need to be consistent throughout the State.



The City of Norwood Payneham and St Peters expressed its significant concerns it has, via their written submission, with the extent to which the levy has increased, noting that the increases exceed the CPI. The Council supports the continuation of the value of rateable land being used as the basis for determining the levy, however it does not support increases in the levy over the CPI, particularly where adequate justification is not provided.

Responding to a letter from the Minister seeking input regarding priorities for the reform, Primary Producers SA noted that they believe levy charges need to be contained at the lowest reasonable and sustainable level. They suggested considering the application of levy charges based on licensed volumes rather than volumes of water used.

### 5.5.2 Collection of levies

The process for collection of levies via councils was noted under “what’s working well?” in several of the community forums.

In the written submissions received from individuals, comments regarding levy collections ranged from one person saying they see it as a council levy since councils collect it, another saying the state should collect it since councils don’t get the money and some see it as a burden, and another saying collection method doesn’t really matter.

In their written submission, the City of Holdfast Bay noted that local councils may not be the appropriate agency to collect the levy as it leads to people mistakenly think that it is a Council charge. The same was said by the City of Onkaparinga, Alexandrina Council, City of West Torrens and others. The submission from the Local Government Association of SA also stated that the state should collect the levy, not local councils. The written submission from the City of Unley noted their support of the Local Government Association position that Revenue SA should take over the function of collecting levies.

The City of Port Adelaide Enfield noted this being a timely opportunity to review the collection of land levies in their written submission. They suggested that as the levy is partly used to fund the agency staff it is no longer reasonable to ask councils to gather this income. Levies should be collected through same mechanism as the Emergency Services Levy. It was also noted that reimbursement for councils is too low and needs review.

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**“I understand the need for a levy to enable this work to continue, however this should NOT be collected via council rates because it creates a false impression of where our money is going. For transparency the state government should collect their own levies.”**

Dale, via YourSAy

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In their written submission, the City of Campbelltown noted that should the new levy continue to be collected through local government, the reimbursement of collection costs should be retained

and reviewed to better reflect the cost of councils administering the collection and reimbursement to the Board.

The written submission from Naracoorte Lucindale Council supported levies being collected by councils, noting that this process removes the perception that levies support central Natural Resource Management support staff.

In their written submission, Resilient East requested greater recognition of the critical role of councils across South Australia in managing natural resources and supporting local communities can strengthen a whole of community response. They noted that this is particularly important as councils currently collect the levy. They stated that the new framework should continue to support and improve partnerships across local government and the Landscape Boards with representation and engagement opportunities.

### 5.5.3 Distribution of levies

Across the regions, there was a strong agreement with the proposal that levies collected in the region will be spent in the region. Much commentary around this is reference earlier in this report under the priority of funding.

It was widely noted across the state that there is a need for funds to continue to be taken from the levies collected in metropolitan Adelaide subsidise regional boards income. In their written submission, the City of Mitcham noted that if levies are to be spent where collected then Green Adelaide will get the “lion’s share”, which is not equitable for the rest of the State.

Many participants suggested that the redistribution of funds from Green Adelaide be done under the proviso that people who live in metropolitan Adelaide utilise regional Adelaide in a number of ways such as tourism, food supply and so on. They therefore need to support natural resource management in regional South Australia via their levy payment.

In Adelaide, the idea that levies collected in the metropolitan region are to be used to provide additional funding to other regions was supported. At the meeting with the Adelaide and Mount Lofty Ranges NRM Board and in their written submission, it was acknowledged that there must be a distribution model to share the income collected in metropolitan Adelaide with the other regions.

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**“I am concerned about the ability of some regions (of vast areas with a low population) as to how to fund their programs. There is a very real inequality between the regions in terms of funding resources from levies that needs to be addressed.”** Di, via YourSAy

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Members of the SA Murray-Darling Basin NRM Board noted that the potential for the levy collection in the Adelaide metropolitan region will be large, and whilst the intention seems to be to distribute some of this to other regions, there is a high risk that much of the funds could end up being spent on large scale projects that are required in metropolitan Adelaide.

One local government representative at the community forum in Grange noted that whilst the council was happy for a portion of levy income to go to other regions, he would like to see a portion of the levy being transparently spent on things important to his area. He proposed that 60% of income collected in the area remain in the area, with 40% being paid in to the 'pot' to spread across other regions or landscape projects.

In Glenunga it was noted that allocation of funding needs to be based on priorities across the state and there will need to be a strong framework to determine where those priorities are.

In the written submission from the Alinytjara Wilurara NRM Board, it was suggested that part of the reform should include a mechanism for a more equitable distribution of the levy funds. An example of how this could be achieved was provided and includes creating a single fund that all levies are paid into and then distribute funds according to priorities. The priorities could be set at a regional and/or state level, with a statewide body deciding the priorities. The statewide body could comprise of the Presiding Members and General Managers with an independent Chair, or it could be an independent body.

As noted earlier in this report, in the final meeting with the NRM Partners, it was suggested that the \$2million Grassroots Grants program and Landscape Priorities Fund should come straight out of the levies collected in metropolitan Adelaide, rather than collecting levies back from the regions. It was agreed that this would be a simpler and more acceptable process that is consistent with the principles of decentralisation.

At Mawson Lakes, the suggestion by one participant of a carbon accounting debt model sparked interest amongst participants. It was proposed as a way of spreading the money to the regions, with Adelaide creating higher carbon emissions so the participant suggested that they should pay more towards the state funding pot.

In their written submission, the Native Vegetation Council expressed concern about proposals to have a central auditing body for levy expenditure noting that for this system to work, and be a true community-based system, the buck must stop with the community and its Landscape Boards.

The written submission from the SA Chamber of Mines and Energy noted concern that the current funding model in is flawed. The submission noted that it is structured in a manner that restricts funds to being spent in the region they are generated. They feel that this model is not appropriate to ensure sufficient funding to address the ongoing costs of natural resource management in regions like the SA Arid Lands. They suggested that the introduction of uniform pricing across the State may provide for a more equitable distribution of costs

## 5.6 Statewide coordination & Landscape Priorities Fund

Landscapes and the pressures affecting them don't stop at administrative boundaries and many issues require cross-regional and statewide coordination. Approaches proposed in the Discussion Paper included partnerships across multiple Landscape Boards and other groups, and a Landscape Priorities Fund contributed to by Landscape Boards to invest in large scale projects across landscapes.

### 5.6.1 *Working together and statewide co-ordination*

Members of the NRM Partners forum felt that there would certainly still need to be networking across boards, helping each other out. They felt that communities of interest go across boundaries. For statewide coordination, they suggested that the Presiding Members Council and NRM Partners network are still going to be needed. It was noted that these networks are currently an informal arrangement, but they could become something more statutory as both have been very useful and beneficial forums.

In Mount Barker, one participant noted that boundaries shouldn't be seen as "The Great Wall of China" with desire for cross-boundary co-ordination. In Marion, it was noted that there should be partnerships across multiple landscape boards and other groups. On Kangaroo Island it was agreed by several participants that shared projects are a good idea, but smaller regions don't have the resources to contribute.

In Leigh Creek, a Landscape Advisory Board or Council reporting to the Minister on policy and statewide issues made sense, but it was suggested that it should be a coordination, policy and administrative group and not have any control of funding.

Participants in Gawler suggested that a Landscape Advisory Group could be made up of the Chair of each Landscape Board, or a delegate from each board. In McLaren Vale it was suggested that all landscape boards meet quarterly to communicate needs and priorities within each region, including community consultation.

The South East NRM Board members noted that the membership of the concept of an advisory board presiding over the landscape fund was of interest and wondered how the members would be appointed and where are they would be from.

In Yunta, it was felt that if a Landscape Priorities Advisory Board to the Minister is to be established then this board must have representatives from all nine Landscape SA Boards, or at minimum, representation from all regional areas to ensure that key regional issues are reflected in decision making. It should not just comprise representatives from peak bodies.

### 5.6.2 Landscape Priorities Fund feedback

Comments received were mostly in relation to the administration of the proposed Landscape Priorities Fund and based on the coordination of the fund. All input received can be found in the appendices of this report but below is a summary of some of the key points raised.

The Kangaroo Island NRM Board members thought that the initiative of a fund sounds good but were concerned that Kangaroo Island would be left out. The Eyre Peninsula NRM Board members would rather the ability to retain surplus funds or extra levy dollars in the region for uses, working directly with boards and groups as needed. At the Ceduna community forum, one participant said that the fund sounds like cost shifting and making it look more streamlined than it is. They felt that the Alinytjara Wilurara and Eyre Peninsula regions already have these 'bigger statewide things' covered.

The Northern and Yorke NRM Board members were concerned that they would only be able to access these funds by lodging an application and didn't feel the fund would achieve much. The SA Murray-Darling NRM Board were concerned that this funding wasn't in addition to levy funding and that it doesn't sound like an efficient model, noting that they already do landscape projects across boundaries and there may not need to be a formal link like this.

The SA Arid Lands NRM Board members felt that in theory there was no issue with the concept of a central fund, but concern was raised about the ability of their region to contribute relative to return, noting the expansive nature of the region, with a small and sparse population. This region needs the funding but by comparison to other regions does not have the levy raising capacity to contribute to the fund.

In relation to the Statewide Priorities Fund, the South East NRM Board members questioned how an advisory body would make decisions over where the money was spent across the State. They presumed there would be criteria set against which applications would need to be made but still questioned how applications that meet the criteria would be prioritised.

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**"High priority landscape projects should be identified and costed at the front end of regional NRM planning processes allowing amortisation of funds to be allocated against such projects or optional funding to be considered, for example Private Public Partnership depending on project scale."**

KESAB environmental solutions, via written submission

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In Leigh Creek, one participant noted that the proposal to have Landscape Priority Fund seems counter-productive if we are striving to move away from centralisation. In Marree, it was suggested that the region should be able to decide what money is put to landscape projects and grassroots community projects and that there is no need to have separate central funds administered by either Green Adelaide or a Landscape Advisory Board, again believing that this works against the key principles of the reform, especially decentralisation. They said that having central funds which Boards or communities are required to apply for via application will add to overall administration.



## 5.7 Grassroots Grants program

Many people who joined the conversations felt that the Grassroots Grants program is a good idea. Individual comments received can be found in the appendices within each report.

In early conversations with Presiding Members of NRM Boards, members of the group felt that this fund would give good bang for its buck! The group assumed that the Landscape SA Boards would manage this. If this is the case, they reinforced that they really support this fund being managed at regional board level. Others felt that the fund should be administered by the Landscape Priorities Advisory Body.

In Leigh Creek, it was noted that Green Adelaide must not administer the Grassroots Grants program, and this should be managed by the Landscape Advisory Board or stay with the regions.

Many people were concerned that the funds for the program will be taken out of the existing levy budget and is not additional funding being provided by the state.

Around the state, several comments were made that \$2 million too low and participants also noted that there needs to be access to longer-term funding rather than just short-term annual funding. Participants in Kingscote proposed that the Grassroots Grants Program should be doubled to \$4million, with the additional \$2million coming from state treasury. In McLaren Vale, participants said that the fund is insufficient and questioned the scope of the fund as this will impact the amount of money needed in it.

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**“There will need to be an independent decision maker to make sure that the Boards don’t have major disagreements about which applications get funded.”** Barbara, via YourSAy

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In Gawler, it was suggested that each Landscape Board manage this fund, or the Chair of each board could form a sub-committee to decide.

One participant in Berri requested that the fund not be based or allocated on a Fund My Neighbourhood model. They felt that it shouldn’t be based on popularity votes.

It was also noted in many places that the process for applying for the Grassroots Grants program must be simple and accessible. It was also noted that volunteer, community and not for profit groups will require support to access funds.

The written submissions received from individuals included support for the Grassroots Grants program and how it will help volunteers and volunteer organisations with a desire for it to be a clear and transparent process. There was a question asking what ‘community’ means in regard to the grants and one person was concerned about the grants mostly going to rural-oriented programs.

## 6 | Measuring Success



At every opportunity during the engagement process, the facilitation team invited participants to consider what success will look like for this reform process. Every single measure of success written down by participants can be found in the appendices of this report, at the end of each sub-report.

Below is a selection of some of the measures of success for the Minister that people identified across the state.

*“Imagine it’s 2020 and you are the Minister for the Environment and Water. How do you know that this reform has been successful? What does success look like?”*

Farmers are happy to engage with Landscape SA.	Boards have numerous successful partnerships and projects up and running.	Aboriginal Elders are applauding it.
Diversity of people represented in process increases	We are confident we can deal with climate change.	An engaged and environmentally vibrant community that is leading the nation.
You haven’t been removed by the Premier due to an overwhelming community backlash.	Number of people in FTE employed in on-ground actions.	Minister is re-elected to government.
Zero complaints. Less pest animals and plants. Respect for native wildlife.	Primary production is not only quantified as yield but includes a measure of land health.	Success = biodiversity.
More large shade trees – green spaces – biodiversity - less weeds and feral animals. Healthy soils and oceans. Happy customers.	That the majority of monies has been spent on ground and has had a positive impact on landscape and the businesses in our areas.	You know that this reform has been successful when community projects have been completed and you have many ‘Thank you letters’ from locals.
Imagine its 2020 and there is no need for a session like this one! i.e. the system is running well.	Indigenous Park Rangers working across the State.	Securely funded community/Landcare groups like we used to be.
Agriculture is stronger (profitable and sustainable).	A flourishing and productive Yerta.	The River Torrens has been opened for public swimming adjacent to Adelaide Oval.
Hear children telling their parents about how to look after the environment.	As minister you are re-elected to the position or advanced.	The unicorns are grazing on beautiful lush meadows...

## 7 | Recommendations





The facilitation team met face-to-face with over 800 people and received over 300 written and online submissions during the engagement period. This report and its appendices contain thousands of ideas and suggestions for the Minister for Environment and Water to consider during the development of the Landscape South Australia Bill.

Based on what we've heard during the engagement process we are able to make twelve key recommendations in relation to the key proposals of the reform.

It is highlighted that these recommendations are made based on what we heard during the engagement process as independent facilitators. It is essential that these recommendations are teamed with specialist expert advice, particularly regarding topics of environmental focus.

## **7.1 Alternatives to a community election process**

The cost, effectiveness and risks of a community election process for three of the board positions was met with great concern by many people. The process of forming the Landscape Boards needs to result in a strong, equitable, skills-based board with good representation and diversity.

**It is recommended that the Minister explore options alternative to community elections to form the membership of the Landscape SA boards, including the suggestions within this report.**

## **7.2 Statewide coordination**

Whilst the proposed model of decentralisation was greatly welcomed by many during the engagement process, many people raised questions or concerns regarding the overarching coordination of natural resource management across the whole state.

**It is recommended that the Minister look to establish a Statewide Landscape Board that includes peak bodies, Aboriginal nations, Landscape Boards, and government agencies, including local government representation.**

## **7.3 Evidence-based decision making**

During the engagement process, whilst many people supported the concept of decentralised decision making with greater local community involvement, there was much discussion around the need for decision making to be based on scientific fact and evidence. This included having access to expertise, facts and correct information and support from experts within the Department for Environment and Water, as well as suggestions of expertise via local government and other partners.

**It is recommended that the Minister consider appropriate mechanisms to provide the support required for regional communities to make good decisions that are based on scientific evidence.**



## 7.4 Traditional Owner involvement in decision making

Much good progress has occurred to date in working together with Aboriginal communities in natural resource management in South Australia. We were told that this needs to be built upon.

It is recommended that the Minister ensures that there is required to be at least one Aboriginal person with a cultural connection to the region on each Landscape Board; and that the Statewide Aboriginal NRM Advisory Group be re-established, with the Chair of this group being a member of any statewide coordination body that is created as a result of this reform.

## 7.5 Community involvement in regional decision making

During the engagement process, we heard from many people who would like to see community and land owner involvement in Landscape Boards decision making processes more streamlined and formalised. In some regional areas, existing structures such as local NRM Groups or Local Action Planning Groups provide a hub and spoke type model that further supports the model of decentralised decision making, providing the regional board with regular insight and input.

It is recommended that the Minister considers ways to build on, maintain and more formally acknowledge local groups as a conduit for supporting local decision making processes.

## 7.6 Community involvement in Green Adelaide

There was optimism around the concept of Green Adelaide, particularly with reference to it being a world leader in linking urban life to land management. Whilst the concept of an expert board was understood, many people questioned why Green Adelaide was different to the Landscape Boards with regard to the principle of *land owners and community at the centre*.

It is recommended that the Minister consider the Green Adelaide board being made up of both experts and representatives from peak bodies, volunteer group and local government representatives operating in the metropolitan region.

## 7.7 Succession planning for Landscape Boards

Across the state, many people noted the importance of young people being represented on the new Landscape Boards. Many people also discussed the shortage of available people for board positions, with the right skills, knowledge and passion. Succession planning was highlighted as incredibly important for the survival of Landscape Boards in the long term.

It is recommended that the Minister consider the role of young people on Landscape Boards, including succession planning and opportunities for environmental leadership skills development.

## 7.8 Ways to achieve vibrant biodiversity

The concept of natural resource management going ‘back to basics’ in addressing soil quality, water management and pest plants and animals was acknowledged as necessary by many people during the engagement process. However, there was very strong concern that these three activities alone aren’t sufficient in achieving vibrant biodiversity with many suggestions contained within this report.

It is recommended that when drafting the new Landscapes Act, the Minister consider placing greater value on other stewardship priorities to achieve vibrant biodiversity, such as environmental restoration and nature conservation. This includes listing biodiversity as an object of the Act, plus clauses or schedules about the stewardship that needs to be undertaken on private land or where private land impacts.

## 7.9 A contemporary Act that addresses climate change

Many people who were part of the engagement process felt that we need to consider how climate change will impact natural resources as well as the contribution natural resources can make to climate change adaptation and mitigation. Many felt that the legislation and system need a stronger focus on the threat of climate change.

It is recommended that the Minister ensures that the new legislation incorporates and addresses and acknowledges the threat of climate change, including both mitigation and adaptation.

## 7.10 Distribution of levies

There was strong agreement that levies collected in a region should be spent in that region. The exception to this was in metropolitan Adelaide where people agreed that some of the levy income generated in that region would need to be used to ‘top up’ other regions in the state with lower levy income. However, there was concern regarding money being taken back from regions to form a statewide Landscape Priorities Fund and Grassroots Grants program, with the process feeling like clunky and complicated cost shifting.

Rather than collecting levy income back from each regional Landscape Board to form the funds, it is recommended that the Minister consider the feasibility of the Landscape Priorities Fund and Grassroots Grant program being created from levies collected within metropolitan Adelaide as one mechanism for the redistribution of funds.

## 7.11 Streamlined yet fair pathways to compliance

During the engagement period, compliance was widely discussed. Some people felt frustrated with a system that doesn’t act, noting the lack of streamlined processes to enforce legislation. Contrary

to this, others felt that enforcement occurred too harshly, noting the lack of opportunity to address issues where compliance was not occurring through education and working with landowners.

It is recommended that the Minister consider how the new Act can create a visible, streamlined process for compliance that includes steps for education and working with landowners, but that also commits to enforcement occurring if lack of compliance continues.

## 7.12 Considerations for determining boundaries

The Discussion Paper advised that the existing boundaries are proposed to be largely retained, with a suggestion that there may be some changes as an outcome of the engagement process. Conversations were held in several locations about specific options and can be found within this report. No firm consensus was reached on any of the boundaries discussed within this engagement process, though clear advice was provided by the community to not change boundaries for financial gain.

It is recommended that any boundary changes are made in consideration of social and ecological systems rather than financial gain; and that any changes are made in further consultation with local government and Aboriginal nations.

# COVER SHEET

## CONFIDENTIAL REPORT

18 December 2018

Council

CHIEF EXECUTIVE OFFICER

8.1.1 – Australia Day Awards 2019

REPORT:

The matter of the agenda item being the consideration of community nominations for Australia Day Awards pursuant to Section 90(3)(a) of the Local Government Act 1999 ("the Act") being information that must be considered in confidence in order to ensure that personal information provided to Council disclosing personal information including relationships, contact details and merit for an award.

There is strong public interest in enabling members of the public to observe Council's transparent and informed decision-making. This helps to ensure accountability, maintain transparency of public expenditure, facilitate public participation, assist public awareness and allow for the scrutiny of information. Attendance at a Council meeting is one means of satisfying this interest. The public will only be excluded from a Council meeting when the need for confidentiality pursuant to Section 90(2) of the Act outweighs the public interest of open decision-making.

In this matter, the reasons that receipt, consideration or discussion of the information or matter in a meeting open to the public would be contrary to the public interest are that the disclosure of private information of an individual would be unfair or harmful by release of the information to the community.

On balance, the above reasons which support the need for confidentiality pursuant to Section 90(2) of the Act outweighs the factors in favour of the public interest of open decision-making.

RECOMMENDATION:

That:

- (1) Under the provisions of Section 90(2) of the Local Government Act 1999 an order be made that the public be excluded from the meeting, with the exception of the Chief Executive Officer, Director Works and Engineering, Director Development and Environmental Services, Director Corporate and Community Services, Communications and Engagement Officer and the Minute Secretary, in order to consider in confidence a report relating to Section 90(3)(a) of the Local Government Act 1999 relating to 8.1.1 Australia Day Awards 2019, being information the disclosure of which would involve the unreasonable disclosure of information concerning the personal affairs of any person (living or dead) being private information of nominees and those who nominated them for an Australia Day award including contact details, addresses and personal testimonials; and
- (2) Accordingly, on this basis, the principle that meetings of the Council should be conducted in a place open to the public has been outweighed by the need to keep the information and discussion confidential.



# COVER SHEET

## CONFIDENTIAL REPORT

18 DECEMBER 2018

### COUNCIL MEETING

#### CORPORATE AND COMMUNITY SERVICES

##### 8.2 CONFIDENTIAL AGENDA – MANAGER COMMUNITY PROJECTS

###### 8.2.1

###### SANTOS TOUR DOWN UNDER 2020

The matter of the agenda item being a Report regarding Council's potential Expression of Interest to host an event or events in the 2020 Santos Tour Down Under and pursuant to Section 90(3)(d)(i) of the Local Government Act 1999 ("the Act") being 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 (ii) would on balance, be contrary to the public interest.

There is strong public interest in enabling members of the public to observe Council's transparent and informed decision-making. This helps to ensure accountability, maintain transparency of public expenditure, facilitate participation, assist public awareness and allow for the scrutiny of information. Attendance at a Council meeting is one means of satisfying this interest. The public will only be excluded from a Council meeting when the need for confidentiality pursuant to Section 90(2) of the Act outweighs the public interest of open decision making.

In this matter, the reason that receipt, consideration or discussion of the information or matter in a meeting open to the public would be contrary to the public interest is that the information has been provided to Council as commercial in confidence. The matter has been requested to be kept confidential until such dates any embargo on the announcement regarding venues for the 2020 Santos Tour Down Under is lifted by Events South Australia.

On balance, the above reason which supports the need for confidentiality pursuant to Section 90(2) of the Act outweighs the factors in favour of the public interest of open decision-making.

RECOMMENDATION:

That Council:

- (1) Under the provisions of Section 90(2) of the Local Government Act 1999, make an order that the public be excluded from the meeting with the exception of the Chief Executive Officer, Director Corporate and Community Services, Director Development and Environmental Services, Director Works and Engineering, Manager Community Projects, Communications Officer and the Minute Secretary, in order to consider in confidence, a report relating to Section 90(3) (d) of the Local Government Act 1999 relating to agenda item 8.2.1 Santos Tour Down Under 2020 being information that must be considered in confidence in order to ensure that Council does not disclose commercial information of a confidential nature (not being a trade secret) the disclosure of which – (i) could reasonably be expected to prejudice the commercial position of the person who supplied the information, or to confer a commercial advantage on a third party; and (ii) would, on balance, be contrary to the public interest.
- (2) Accordingly, on this basis, Council is satisfied that public interest in conducting meetings in a place open to the public has been outweighed by the need to keep the information and discussion confidential as the information has been provided to Council as commercial in confidence and Council could be prejudiced if it disclosed this information.

# COVER SHEET

## CONFIDENTIAL REPORT

18 December 2018

Council

### EXECUTIVE SERVICES - FINANCE

#### 8.3 – CONFIDENTIAL AGENDA – MANAGER FINANCIAL SERVICES

##### 8.3.1

##### SALE OF LAND FOR NON PAYMENT OF COUNCIL RATES

The matter of the agenda item being considered is the sale of land for the non-payment of Council rates.

It is the recommendation of the Chief Executive Officer that the Sale of Land for Non-Payment of Council Rates be received, discussed and considered in confidence pursuant to Section 90 (3) (a) information the disclosure of which would involve the unreasonable disclosure of information concerning the personal affairs of any person (living or dead), of the Local Government Act 1999 ("the Act") being information that must be considered in confidence in as it relates to the personal financial affairs of a rate payer and is inappropriate to put such private financial in the public domain prior to it being finalised.

There is strong public interest in enabling members of the public to observe Council's transparent and informed decision-making. This helps to ensure accountability, maintain transparency of public expenditure, facilitate public participation, assist public awareness and allow for the scrutiny of information. Attendance at a Council meeting is one means of satisfying this interest. The public will only be excluded from a Council meeting when the need for confidentiality pursuant to Section 90(2) of the Act outweighs the public interest of open decision-making.

In this matter, the reasons that receipt, consideration or discussion of the information or matter in a meeting open to the public would be contrary to the public interest are that:

- the disclosure of private information of an individual would be personally unfair or harmful, especially if the matter is resolved prior to any sale;
- the disclosure would unreasonably expose the sensitive interests of a third party.

RECOMMENDATION

That Council:

- (1) Under the provisions of Section 90(2) of the Local Government Act 1999, make an order that the public be excluded from the meeting with the exception of the Chief Executive Officer, Director Corporate and Community Services, Director Development and Environmental Services, Director Works and Engineering, Manager Financial Services and the Minute Secretary, in order to consider in confidence a report relating to Section 90(3)(a) of the Local Government Act 1999, relating to agenda item 8.3.1 Sale of land for the non-payment of Council Rates being information that must be considered in confidence in order to ensure that the Council does not unreasonably disclose information concerning the personal (financial) affairs of any person (living or dead); and
- (2) Accordingly, on this basis, Council is satisfied that public interest in conducting meetings in a place open to the public has been outweighed by the need to keep the information and discussion confidential as;
  - the disclosure of private information of an individual would be unfair or harmful, especially if the matter is resolved prior to any sale;
  - the disclosure would unreasonably expose the sensitive interests of a third party.

# COVER SHEET

## CONFIDENTIAL REPORT

18 DECEMBER 2018

### COUNCIL MEETING

#### CORPORATE AND COMMUNITY SERVICES

##### 8.2 CONFIDENTIAL AGENDA – MANAGER COMMUNITY PROJECTS

###### 8.2.1

###### SANTOS TOUR DOWN UNDER 2020

The matter of the agenda item being a Report regarding Council's potential Expression of Interest to host an event or events in the 2020 Santos Tour Down Under and pursuant to Section 90(3)(d)(i) of the Local Government Act 1999 ("the Act") being 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 (ii) would on balance, be contrary to the public interest.

There is strong public interest in enabling members of the public to observe Council's transparent and informed decision-making. This helps to ensure accountability, maintain transparency of public expenditure, facilitate participation, assist public awareness and allow for the scrutiny of information. Attendance at a Council meeting is one means of satisfying this interest. The public will only be excluded from a Council meeting when the need for confidentiality pursuant to Section 90(2) of the Act outweighs the public interest of open decision making.

In this matter, the reason that receipt, consideration or discussion of the information or matter in a meeting open to the public would be contrary to the public interest is that the information has been provided to Council as commercial in confidence. The matter has been requested to be kept confidential until such dates any embargo on the announcement regarding venues for the 2020 Santos Tour Down Under is lifted by Events South Australia.

On balance, the above reason which supports the need for confidentiality pursuant to Section 90(2) of the Act outweighs the factors in favour of the public interest of open decision-making.



RECOMMENDATION:

That Council:

- (1) Under the provisions of Section 90(2) of the Local Government Act 1999, make an order that the public be excluded from the meeting with the exception of the Chief Executive Officer, Director Corporate and Community Services, Director Development and Environmental Services, Director Works and Engineering, Manager Community Projects, Communications Officer and the Minute Secretary, in order to consider in confidence, a report relating to Section 90(3) (d) of the Local Government Act 1999 relating to agenda item 8.2.1 Santos Tour Down Under 2020 being information that must be considered in confidence in order to ensure that Council does not disclose commercial information of a confidential nature (not being a trade secret) the disclosure of which – (i) could reasonably be expected to prejudice the commercial position of the person who supplied the information, or to confer a commercial advantage on a third party; and (ii) would, on balance, be contrary to the public interest.
- (2) Accordingly, on this basis, Council is satisfied that public interest in conducting meetings in a place open to the public has been outweighed by the need to keep the information and discussion confidential as the information has been provided to Council as commercial in confidence and Council could be prejudiced if it disclosed this information.

CONFIDENTIAL

CONFIDENTIAL REPORT

COUNCIL

CORPORATE AND COMMUNITY SERVICES

MANAGER COMMUNITY PROJECTS

18 DECEMBER 2018

8.2.1

SANTOS TOUR DOWN UNDER 2020

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PURPOSE

Events South Australia is inviting applicants to lodge an Expression of Interest to become a host Council for the 2020 Santos Tour Down Under (*Attachment 1*).

RECOMMENDATION 1

That Council:

(1) Endorses in principle the Expression of Interest registration indicating an interest in hosting a 2020 Santos Tour Down Under Start at a cost of \$16,500 inc GST;

Or

(2) Endorses in principle the Expression of Interest registration indicating an interest in hosting a 2020 Santos Tour Down Under Finish at a cost of \$22,000 inc GST;

Or

(3) Endorses in principle the Expression of Interest registration indicating an interest in hosting a 2020 Santos Tour Down Under Start and Finish entirely within Council area at a cost to be advised;

And/or

(4) Endorses in principle the Expression of Interest registration indicating an interest in hosting a 2020 Santos Tour Down Under Bupa Challenge Tour Start at a cost of \$22,000 inc GST, or Finish at a cost of \$27,500 inc GST;

And/or

(5) Endorses in principle the Expression of Interest registration indicating an interest in hosting a 2020 Santos Women's Tour Start or Finish;

And

(6) Requests/requires that the host township selected be: Start .....  
Finish .....

And

- (7) Having considered this matter in confidence under Section 90(2) of the Local Government Act (the Act) pursuant to Section 90(3)(b)(i) and (ii) of the Act being 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 council, makes an order pursuant to Section 91(7) of the Local Government Act 1999, that the minutes, report and attachments other than the minutes relating to the confidentiality order of the Confidential Council Meeting held on 18 December 2018 in relation to Confidential Item Number 8.2.1 and titled Santos Tour Down Under 2020, be kept confidential and not available for public inspection until such date as any embargo on the announcement regarding venues for the 2020 Santos Tour Down Under is lifted.

OR

RECOMMENDATION 2

That Council

- (1) Declines to submit an Expression of Interest for the Santos Tour Down Under for 2020.
- (2) Having considered this matter in confidence under Section 90(2) of the Local Government Act (the Act) pursuant to Section 90(3)(b)(i) and (ii) of the Act being 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 council, makes an order pursuant to Section 91(7) of the Local Government Act 1999, that the minutes, report and attachments other than the minutes relating to the confidentiality order of the Confidential Council Meeting held on 18 December 2018 in relation to Confidential Item Number 8.2.1 and titled Santos Tour Down Under 2020, be kept confidential and not available for public inspection until such date as any embargo on the announcement regarding venues for the 2020 Santos Tour Down Under is lifted.

REPORT

Background

The Barossa Council has participated in every Tour Down Under since the event began in 1999. It was only in 2004 that we supported a ride through and did not host a start or finish.

Discussion

A statement provided by Events South Australia summarising the potential benefits to and requirements of Council to participate, is provided in Attachment 2. Also included are key performance indicators provided by Events South Australia from the 2018 event.

Events SA - Benefits for host councils include:

- Exposure to a global audience (882 hours of international broadcast programming and 33 hours nationally)
- Economic benefit and repeat visitation (810,000 attendances including 46,000 event specific visitors)
- Public relations and media (PR value of \$157 million with potential reach of 558 million, 106,500 Facebook likes, 24,500 Instagram followers)
- Increased community engagement (Associated community events and Best Dressed Town competition)

## OUT OF CONFIDENCE

- Host Council logo inclusion in event brochure, website, functions and signage
- Access to vehicle in Tour parade
- Invitation to Mayor to start race or present to race winner

Key Performance Indicators – Total Event Level provided by Events SA

	2018 Event	2017 Event	2016 Event
Total Attendance (Crowd Figures)	810,000	839,000	795,000
Event Specific Visitors (not including children under 17)	46,000	43,000	39,000
Economic Impact	\$63.7M	\$56.5M	\$49.6M

Whilst there are benefits to our community in hosting a stage of the Tour Down Under, especially a stage finish, there are also impacts that are worthy of consideration. Interruption to residents and businesses with restricted access through road closures is experienced. Hospitality businesses experience increased business; however service industry businesses such as health services, vehicle mechanics and some retail businesses experience a downturn in trade. It is widely understood that visitors to the region during the Tour Down Under are here specifically for the event and move onto the next stage as the finish is completed.

The minimum requirements that form part of the hosting agreement are significant and officers across the organisation contribute to its success:

- Preparation, implementation and management of road closures
- Removal of traffic obstacles
- Insurance of associated events
- Access to associated venues at no cost
- Correct use of logo and names associated with the Santos Tour Down Under / Santos Women's Tour Down Under
- Cooperation with official sponsors, including exclusivity arrangements
- Strongly encouraged to organise community events and enter Best Dressed Town competition (this is a mandatory requirement for the Women's race)

The requirements are doubled for the Women's Tour Down Under support and the events are not scheduled back-to-back, so no opportunity to have efficiency of logistics set up for both races.

Council's 2018/19 budgeted support for the 2019 event is summarised (ex GST) below:

	\$
Wages (Outside Staff)	16,660
Contractors	7,000
Plant Hire	3,000
Purchases and Advertising	10,300
Community Event Contribution (Southern Barossa Alliance)	13,000
TDU Host Fee Contribution	27,775
Internal Overheads	21,146
TOTAL	98,881

### Community Event

While some Barossa community groups look forward to creating and hosting associated community events, others have less capacity to commit for this purpose. Planning and implementing a community event is resource intensive. Where community groups have

fewer active volunteers or less appetite for hosting an event, additional pressure is placed on officers to meet the event requirements of Events SA.

As Events SA highly encourage communities to host associated events as part of the hosting agreement, community groups throughout our region have been asked if they would be interested in hosting an associated community event to inform Elected Members of the likely engagement of groups.

Each of the region's townships with a community group were contacted to understand their interest in hosting an associated community event in 2020 and beyond. The following table provides the responses.

Township	Response
Southern Barossa	SBA and sub-groups are very keen to coordinate a local finish or start for future Men's and Women's TDUs with associated community events in the Southern Barossa. "We look forward to having the opportunity to again engage community volunteers and showing off the Barossa to the world."
Angaston	As it has been a number of years since hosting a start / finish, the 2019 event will gauge business interest/participation and interest from community groups and the cycling fraternity. ACBA supports participation in the event and some good future ideas but current officer observation that Council needs to assist further with driving and supporting the planning stages.
Nuriootpa	Beyond the capability / interest of the Nuriootpa Futures Association; however St Petri Church host food offer and children's activities.
Mount Pleasant	Beyond the capability of Mt Pleasant at the moment.

It is recommended that Council considers any response to the Expression on Interest to also include the Southern Barossa townships that are most interested to host the required associated community event.

#### Summary and Conclusion

The submission of an Expression of Interest does not guarantee or commit Council to hosting a stage in 2020. The costs provided in the Expression of Interest form are correct as at 1 November 2018; however Events South Australia have advised that they reserve the right to review these costs in February 2019.

#### ATTACHMENTS OR OTHER SUPPORTING REFERENCES

Attachment 1: 18/84686 – Events SA Expression of Interest

Attachment 2: 18/86012 – Events SA 2018 Tour Down Under Post Event Results

#### COMMUNITY PLAN / CORPORATE PLAN / LEGISLATIVE REQUIREMENTS

##### Community Plan



Community and Culture



Health and Wellbeing



Business and Employment



- 2.1 Initiate and support activities which encourage participation and pride in the Barossa Council area.
- 2.6 Support a vibrant and growing arts, cultural, heritage and events sector.
- 4.2 Create opportunities for people of all ages and abilities to participate in the community.
- 5.13 Support economic development through events

Legislative Requirements

Local Government Act 1999

Road Traffic Act 1961

FINANCIAL, RESOURCE AND RISK MANAGEMENT CONSIDERATIONS

Costs to host a stage of the 2020 Santos Tour Down Under ex GST

- Start: \$15,000 (Challenge Tour Start: \$20,000)
- Finish: \$20,000 (Challenge Tour Finish: \$25,000)
- Start and Finish: price on application
- Women's: no fee

Any combination of the options can be selected.

Council is able to enter a joint venture with a local business partner(s) to share the cost of fees and activities. Only one logo will be represented in Santos Tour Down Under collateral and contracted hosting benefits are not multiplied; however, they may be shared amongst partners.

The additional expenses of hosting a stage start or finish of the Women's Race is not included in budgeted figures.

In-kind support provided includes administration to facilitate meetings and regular liaising with town representatives, emergency services, service providers, tourism and event organisers.

COMMUNITY CONSULTATION

Through the establishment of a Working Party comprising town representatives, emergency services, service providers, tourism and event organisers.



OUT OF CONFIDENCE

# SANTOS TOUR DOWN UNDER

10-20 JANUARY 2019  
ADELAIDE  
[TOURDOWNUNDER.COM.AU](http://TOURDOWNUNDER.COM.AU)





## HOST COUNCIL EXPRESSIONS OF INTEREST 2020

Throughout its 20 year history, the Santos Tour Down Under has delivered strong economic benefits to the South Australian communities and regions who host this iconic event. In 2018 the festival generated a record \$63.7 million for South Australia. In 2019, we look forward to working together with our host councils to continue this legacy through enhancing the visitor experience and growing economic and tourism impact within your region.



Each year the Santos Tour Down Under invites South Australian councils to express interest in being involved in the event. Before preparing your expression of interest we encourage you to read the information contained in this pack which details the benefits and expectations of successful host councils.

For any further queries, please contact

Jess Klar

Event Coordinator – Santos Tour Down Under

P: 08 8463 4698

E: [jess.klar@sa.gov.au](mailto:jess.klar@sa.gov.au)

## KEY OUTCOMES FOR HOST COUNCILS

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### Exposure to a global audience

The 2018 event resulted in 882 hours of international broadcast programming screened all over the globe and 33 hours nationally on the Nine Network.

Councils are given the opportunity to provide ideas and key messages which we share with the broadcast team for use in helicopter footage, tourism vignettes and commentator briefings.

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### Economic benefit & repeat visitation

In 2018 over 810,000 people attended the Santos Tour Down Under, including 46,000 event specific visitors.

Councils are encouraged to host community activities and associated events in conjunction with a stage start or finish to maximise economic impact.. This is a great opportunity to not only gain direct economic benefit but encourage repeat visitation to your region.

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### Public Relations & Media

In 2018 the Santos Tour Down Under generated an estimated PR value of \$157 million, a total item count of 27,583 and a potential reach of 558 million (valued by iSentia).

The Santos Tour Down Under provide each host council with a pre-approved quote in advance of the race route announcement from the race director, and can assist with specific requests throughout the year.

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### Get social

The Santos Tour Down Under has a strong social media community. They love interesting content about all things cycling-related, including learning about the regions visited by the stages each year.

As at October 2018 we have 106.5 k likes on Facebook, 24.5k followers on Instagram, 53.7k followers on Twitter, 7.7k subscribers on YouTube and 11k subscribers to our email updates

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### Increased community engagement

Associated events and our Santos Best Dressed Town Competition provide opportunities for communities to show visitors the vibrancy of their town.

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## HOST COUNCIL BENEFITS

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In recognition of the relationship and support offered by Host Councils, the Santos Tour Down Under extends a range of benefits, which include:

### RECOGNITION

- Recognition as a Host Council with logo included in the official Santos Tour Down Under event brochure (distributed locally and nationally);
- Logo on the Santos Tour Down Under website with link through to the council website;
- Logo inclusion in the Santos Tour Down Under sponsor reel at selected associated functions;
- Promotion of Council organised and run Associated Event/s in the Santos Tour Down Under official program (distributed on site and by The Advertiser);
- Inclusion of your Council organised and run Associated Event/s as part of the Santos Festival of Cycling section on the official event website;
- 4x Council branded corflute signs positioned on track in either the start or finish area (signs to be provided by council);
- One vehicle allocation in the Subaru Tour Parade (for Men's stages where you are a Host Council, vehicle provided by Santos Tour Down Under);
- Opportunity to provide one item of Council collateral for inclusion in the media bags;
- Invitation for the Mayor to officially start the race or for the Mayor to present the stage winning rider with the stage trophy;
- Opportunity for council to provide a gift representative of the area to the previous day's winner or stage winner;
- Two minutes allocated for council to engage someone to sing the first verse of the National Anthem or provide an Indigenous acknowledgement (starts only)

### SUPPORT

- A dedicated Santos Tour Down Under (TDU) staff contact
- A host council kit packed with all the information you will need to make the most of host council benefits and opportunities
- Regular meetings on site with Santos TDU representatives, council and local organising committee representatives.
- Marketing, PR and Sponsorship assistance from the team at South Australian Tourism Commission (SATC)



## HOST COUNCIL OBLIGATIONS

Hosting a start or finish for the Santos Tour Down Under is a great opportunity to increase visitation to your region. As a host council there are some minimum requirements that must be met. Some of these may have associated costs that councils are required to cover:

- Must be accessible within a 2-hr drive of the Adelaide CBD;
- Implementation of any required road closures and parking restrictions at the host town and any sprint or king of the mountain locations (council to cover costs);
- Removal of any traffic obstacles that affect the race, including traffic islands/round-a-bouts (council to cover costs);
- Street sweeping to be conducted the night prior to the event (council to cover costs);
- Provision of waste reciprocals and public facilities at the start / finish location (council to cover costs);
- Notification to residents and businesses of road closures (council to cover costs);
- Insurance and public liability covering any associated events, activities, entertainment, volunteers, staff, etc. organised by the host council;
- Access to venues/parklands/ovals and services at no cost to facilitate event start or finish (including requirements of the Challenge Tour);
- Correct use of logo and names associated with the Santos Tour Down Under / Santos Women's Tour Down Under;
- Cooperation with events official sponsors and preferred suppliers, including any exclusivity arrangements;
- Cooperation with other event requirements (i.e. Location of merchandise van, parking restrictions to enable staff/VIP parking, presentation stage), including approval by Events Operations Manager to use council infrastructure or positioning requirements;
- Provision of a dedicated event contact to liaise with the Santos Tour Down Under team;
- Councils are encouraged to coordinate activities for locals, spectators and visitors to promote the 'Santos Festival of Cycling' atmosphere;
- Councils are encouraged to enter the 'Santos Best Dressed Town Competition' not only for the hosting town but also others along the race routes.

## HOSTING FEES

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### SANTOS TOUR DOWN UNDER

The hosting fee schedule for the Santos Tour Down Under is set out below. Fees for 2020 will be payable in the 2019/2020 financial year:

Start: \$15,000 ex GST

Challenge Tour Start: \$20,000 ex GST

Finish: \$20,000 ex GST

Challenge Tour Finish: \$25,000 ex GST

Start & Finish both in your council area: Price on application

### SANTOS WOMEN'S TOUR DOWN UNDER

For the 2020 event, there are no hosting fees for the Santos Women's Tour Down Under.

However, to encourage a festival of cycling atmosphere, community ownership and ongoing growth of the event, it is a requirement that Santos Women's Tour Down Under host councils commit to hosting at least one associated event / activity in conjunction with the stage start / finish. This activity in addition to the council obligations outlined in this document and associated costs should be considered and budgeted for as part of the planning process.

## SUBMITTING YOUR EXPRESSION OF INTEREST

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Events South Australia is seeking applicants to become Official Host Councils for the 2020 Santos Tour Down Under and Santos Women's Tour Down Under.

Please complete all details in the expression of interest (EOI) by Monday 4 February 2019. Submitting an EOI does not guarantee or commit your council to hosting a stage in 2020.

To expedite the planning process, it is suggested that councils submitting an EOI present their proposal to their council in confidence by the beginning of February, with the aim of obtaining in principle council support.

Once EOI's have closed the applicant information will be assessed, race routes designed and then councils will be contacted to obtain further information, advise if they have been successful or unsuccessful.

Should you have any questions regarding submitting an expression of interest form please email [jess.klar@sa.gov.au](mailto:jess.klar@sa.gov.au)

[APPLY NOW](#)



OUT OF CONFIDENCE



**Santos**  
**tour**  
**down**  
**under**

GENERATES RECORD  
**\$63.7M**  
FOR SOUTH AUSTRALIA



2018  
**\$63.7M**

2017  
**\$56.5M**

2016  
**\$49.6M**

**ECONOMIC  
IMPACT**



2018  
**810,000**

2017  
**840,000**

2016  
**795,000**

**TOTAL  
SPECTATORS**



2018  
**46,000**

2017  
**43,000**

2016  
**39,000**

**EVENT SPECIFIC  
VISITORS**



2018  
**774**

2017  
**683**

2016  
**613**

**FULL TIME  
EQUIVALENT JOBS**



**ADELAIDE**  
SOUTH AUSTRALIA

[WWW.TOURISM.SA.GOV.AU](http://WWW.TOURISM.SA.GOV.AU)



Government  
of South Australia

South Australian  
Tourism Commission

DATA FROM MCGREGOR TAN RESEARCH 2018 SANTOS TOUR DOWN UNDER REPORT  
SPECTATOR AND EVENT SPECIFIC VISITOR FIGURES HAVE BEEN ROUNDED