



*The Barossa Council*

## **NOTICE OF MEETING**

**Notice is hereby given that the next ordinary meeting of Council  
will be held on Tuesday 19 February 2019  
in the Council Chambers,  
43 – 51 Tanunda Road, Nuriootpa, commencing at 9.00am.**

Martin McCarthy  
CHIEF EXECUTIVE OFFICER  
THE BAROSSA COUNCIL

---

---

# **A G E N D A**

---

---

## **1. THE BAROSSA COUNCIL**

- 1.1 Welcome by Mayor Lange - meeting declared open
- 1.2 Present
- 1.3 Leave of Absence  
Cr David de Vries
- 1.4 Apologies for Absence  
Minutes of previous meetings – for confirmation:
- 1.5 Ordinary Council meeting – Tuesday 22 January 2019 at 9.00am
- 1.6 Matters arising from previous minutes  
Nil
- 1.7 Petitions  
Nil
- 1.8 Deputations  
Elizabeth Weaver and Gavin Goudie – Location of Proposed Dog  
Park – Penrice Road, Nuriootpa
- 1.9 Notice of Motion  
Nil
- 1.10 Questions – With or Without Notice

## **2. MAYOR**

- 2.1 Mayor's report - attached

5

<b>3.</b>	<b>COUNCILLORS' REPORTS</b>	
3.1	Nil	
<b>4.</b>	<b>CONSENSUS AGENDA</b>	
<b>4.1</b>	<b>MAYOR</b>	
	Nil	
<b>4.2</b>	<b>EXECUTIVE SERVICES</b>	
<b>4.2.1</b>	<b>CHIEF EXECUTIVE OFFICER</b>	
4.2.1.1	Local Government Association Ordinary General Meeting	6
<b>4.2.2</b>	<b>COMMUNICATION AND ENGAGEMENT OFFICERS</b>	
	Nil	
<b>4.3</b>	<b>CORPORATE &amp; COMMUNITY SERVICES</b>	
<b>4.3.1</b>	<b>DIRECTOR CORPORATE AND COMMUNITY SERVICES</b>	
	Nil	
<b>4.3.2</b>	<b>MANAGER TOURISM SERVICES</b>	
4.3.2.1	Tourism Barossa Inc – 2017-2018 Performance Target Report	7
<b>4.4</b>	<b>WORKS AND ENGINEERING</b>	
<b>4.4.1</b>	<b>DIRECTOR'S REPORT</b>	
	Nil	
<b>4.5</b>	<b>DEVELOPMENT &amp; ENVIRONMENTAL SERVICES</b>	
<b>4.5.1</b>	<b>DEVELOPMENT SERVICES</b>	
	Nil	
<b>4.5.2</b>	<b>ENVIRONMENTAL SERVICES</b>	
4.5.2.1	Gawler River Floodplain Management Authority	18
<b>4.5.3</b>	<b>HEALTH SERVICES</b>	
4.5.3.1	Food Recalls	29
4.5.3.2	Food Premises Inspections	30
<b>4.5.4</b>	<b>REGULATORY SERVICES</b>	
	Nil	
<b>4.5.5</b>	<b>WASTE SERVICES</b>	
	Nil	
<b>5.</b>	<b>CONSENSUS AGENDA ADOPTION</b>	
<b>5.1</b>	<b>ITEMS FOR EXCLUSION FROM CONSENSUS AGENDA</b>	
<b>5.2</b>	<b>RECEIPT OF CONSENSUS AGENDA</b>	
<b>5.3</b>	<b>DEBATE OF ITEMS EXCLUDED FROM CONSENSUS AGENDA</b>	

## **6. VISITORS TO THE MEETING/ADJOURNMENT OF MEETING**

### **6.1 VISITORS TO THE MEETING**

9.30am	Presentation - Tourism Barossa – Chris Pfeiffer, Chair and Cathy Wills – Regional Tourism Manager	
9.45am	Presentation - Anne Moroney – Chief Executive Officer and Director Regional Development - Regional Development Australia – Barossa Gawler Light and Adelaide Plains	
10.00am	Presentation - Hon John Dawkins MLC – Premier's Council on Suicide Prevention	

### **6.2 ADJOURNMENT OF COUNCIL MEETING**

## **7. DEBATE AGENDA**

### **7.1 MAYOR**

7.1.1	Review of Orders Under Confidentiality Provisions of the Local Government Act 1999 – Related to Previous Performance Review and Conditions of Contract for the Chief Executive Officer (CEO)	31
-------	----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	----

### **7.2 EXECUTIVE SERVICES**

#### **7.2.1 CHIEF EXECUTIVE OFFICER**

7.2.1.1	Final Strategic Risk Register	34
7.2.1.2	The Barossa Council Quarter 2 - 2018/19 Performance & Activity Report	45

#### **7.2.2 FINANCE**

7.2.2.1	Monthly Finance Report (as at 31 January 2019)	94
7.2.2.2	Mid-Year Budget Review (as at 31 December 2018)	97

### **7.3 CORPORATE AND COMMUNITY SERVICES**

#### **7.3.1 DIRECTOR CORPORATE AND COMMUNITY SERVICES**

7.3.1.1	The Big Project (Generational Community Infrastructure Project) – Quarterly Update Report – Quarter 9 – November 2018 to January 2019	122
7.3.1.2	Customer Service Charter and Customer Service Policy	128

#### **7.3.2 MANAGER COMMUNITY AND CULTURE**

7.3.2.1	Social Inclusion Scoping Project	140
7.3.2.2	Consideration and Adoption of Barossa Regional Gallery Committee Resolutions	192

### **7.4 WORKS AND ENGINEERING**

#### **7.4.1 DIRECTOR'S REPORTS**

7.4.1.1	Proposed Road Closure – 2019 Anzac Day - Tanunda	197
---------	--------------------------------------------------	-----

<b>7.5</b>	<b>DEVELOPMENT AND ENVIRONMENTAL SERVICES</b>	
<b>7.5.1</b>	<b>DEVELOPMENT SERVICES</b>	
7.5.1.1	Concordia Growth Area – Precinct Planning	199
<b>7.5.2</b>	<b>ENVIRONMENTAL SERVICES</b>	
	Nil	
<b>7.5.3</b>	<b>HEALTH SERVICES</b>	
	Nil	
<b>7.5.4</b>	<b>REGULATORY SERVICES</b>	
7.5.4.1	Nominations Sought for the Dog and Cat Management Board	211
<b>7.5.5</b>	<b>WASTE SERVICES</b>	
7.5.5.1	Scheme Waste Disposal – The Fathers Farm Inc	217
7.5.5.2	Turning the Tide on Single Use Plastic Products – Discussion Paper	222
7.5.5.3	Review of SA's Container Deposit Scheme	272
<b>8.</b>	<b>CONFIDENTIAL AGENDA</b>	
<b>8.1</b>	<b>DIRECTOR – WORKS AND ENGINEERING SERVICES</b>	
8.1.1	Barossa Regional Procurement Group – Tender – Provision of New Surfacing Works and resurfacing of Sealed Roads – BRPG 006/2018	294
<b>8.2</b>	<b>MANAGER COMMUNITY PROJECTS - CORPORATE AND COMMUNITY SERVICES</b>	
8.2.1	Angaston Railway Station Building – Expression of Interest	296
<b>9.</b>	<b>URGENT OTHER BUSINESS</b>	
	Nil	
<b>10.</b>	<b>NEXT MEETING</b>	
	Tuesday 19 March 2019 at 9.00am	
<b>11.</b>	<b>CLOSURE</b>	

## Mayor's Report to Council – January / February 2019

### January

- 16/01/2019 TDU men's Race - officiating podium presentation and Jersey Presentation Angaston
- 18/01/2019 Site Meeting Proposed Dog Park Location (Council Representatives and Williamstown Action Group representatives – Williamstown Oval)
- 23/01/2019 Williamstown Pump Track Opening
- 23/01/2019 Meeting Cycle Trail Meeting – Council Office
- 24/01/2019 Interview Triple BFM
- 24/01/2019 Visit Barossa Community Kitchen - Nuriootpa
- 25/01/2019 Assist Lorraine and Vincent set up for Australia Day Breakfast
- 26/01/2019 Australia Day Breakfast and Citizenship Ceremony – Tanunda Show Hall
- 29/01/2019 Meeting Lyndoch Hill with Martin McCarthy and others
- 30/01/2019 Advertiser interview – Community Transport Scheme
- 30/01/2019 Warren Reservoir Survey Meeting – One Year On (Council staff and Consultant)
- 31/01/2019 Meeting with Stuart McPherson - possible Tanunda Town Band sponsorship

### February

- 1/02/2019 Interview Leader Newspaper – Suicide Prevention
- 3/12/2019 Anglican Parish Service – Tanunda (Present Mayor's thoughts and Opportunities)
- 4/02/2019 Triple BFM Interview – Opportunities for Barossa
- 5/02/2019 Meeting with Robert Homburg & Martin McCarthy - Tanunda Land Update
- 5/02/2019 Community Consultation Stockwell Oval – Stockwell Hall, Cr Haebich also in attendance
- 7/02/2019 GRFMA Board Meeting – Kapunda
- 8/02/2019 Barossa Vintage Festival Briefing – Jenny O'Brien, Tanunda

**COUNCIL**

**CHIEF EXECUTIVE OFFICER**

**CONSENSUS**

**19 FEBRUARY 2019**

**4.2.1 CONSENSUS AGENDA – CHIEF EXECUTIVE OFFICER**

**4.2.1.1**

**LOCAL GOVERNMENT ASSOCIATION ORDINARY GENERAL MEETING  
B579**

The Barossa Council has been informed of the upcoming April 2019 ordinary general meeting of the Local Government Association of South Australia and the associated showcase on Thursday 11 and Friday 12 April 2019 at the Adelaide Entertainment Centre. Council has been invited to place any matters on the agenda for debate at the meeting by 22 February 2019. Any members wishing to attend please contact Ms Walsh; this is an approved conference in the Elected Member Training and Development Plan.

**RECOMMENDATION:**

That the notice of the Local Government Association Ordinary General Meeting be received and noted.

**COUNCIL**

**CORPORATE AND COMMUNITY SERVICES**

**CONSENSUS**

**19 FEBRUARY 2019**

**4.3.2 CONSENSUS AGENDA – MANAGER, TOURISM SERVICES**

**4.3.2.1 TOURISM BAROSSA INC – 2017-2018 PERFORMANCE TARGET REPORT**  
**B9054**

Tourism Barossa have provided a Performance Target report for the 2017/18 financial year as per our 3 year funding Agreement 2017/18 to 2019/20.

**RECOMMENDATION:**

That report 4.3.2.1 be received and noted

## Report to The Barossa Council re 2017 – 2018 Funding Agreement with Tourism Barossa

### Ongoing deliverables and targets

Agreed Deliverable	Performance Target	Delivered
1. Sound but not excessive governance and planning arrangements encased within the Agreement which include simple engagement processes of TBC.	Strategic Plan and Annual Budget Annual Presentation Annual Report	The Tourism Barossa Strategic Plan, Annual Budget and Annual Report were tabled and accepted at the Sep 2018 Tourism Barossa AGM.
2. The delivery of key events delivery whilst supporting growth in community event capacity.	Core Funding:	
	Deliver key events being support for Tour Down Under, Gourmet Weekend and Vintage Festival.	The Barossa Vintage Festival is held every two years, and a festival did not fall within this funding period. The next festival will be delivered on 24 – 28 April 2019. The 2017 Barossa Gourmet Weekend was successfully delivered in September 2017, with Tourism Barossa continuing to place an emphasis on the bespoke, ticketed events. The 2018 Tour Down Under was once again held in Lyndoch in January 2018.

	<p>Maintain clash calendar and Barossa.com events Calendar (via ATDW). Promote, grow and facilitate increased Barossa ATDW event listings.</p>	<p>Clash Calendar: was maintained on an annual and rolling basis, and used as a reference for external and internal stakeholders seeking information regarding proposed event dates.</p> <p>Barossa.com Events Calendar: information is automatically drawn from the ATDW database, so the Events Calendar is always current. A copy of the Event Calendar was circulated with every Tourism Barossa newsletter, to facilitate promotion of events via our membership.</p> <p>ATDW listing: A significant portion of the TBI Membership team member's time was dedicated to guiding business owner's with ATDW business listing and event set up. To this end, the Barossa.com event calendar was rich in content, as businesses were well supported with uploading their events.</p>
--	------------------------------------------------------------------------------------------------------------------------------------------------	---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

	Create and maintain a list of current media channels/contact for event holders to send their event media releases/details to.	<p>The TBI Marketing &amp; PR co-ordinator created an excellent Event Marketing Checklist for event holders to use as a reference for promoting their events. This incorporates traditional media sources, but also digital marketing, and various avenues available for free promotion.</p> <p>Tourism Barossa refreshed and maintained a database of traditional media which media releases and information can be circulated to.</p>
	Amplify event promotion through TBI media channels – Barossa.com, Social media, SATC, industry news.	<p>Tourism Barossa assisted in the amplification of Barossa event promotion across multiple platforms, communication channels and audiences, including:</p> <ul style="list-style-type: none"> <li>• Barossa.com</li> <li>• MyBarossa, Barossa Gourmet Weekend and Barossa Vintage Festival social channels</li> <li>• SATC updates</li> <li>• Industry e-news</li> </ul>
	Additional Funding:	Additional funding for events was not negotiated during this 2017-2018 financial year, however, TBI assisted in the below deliverables as time and resources permitted.
	Act as a point of contact for promoters/event managers to facilitate events in The Barossa Council region.	The Barossa.com 'Hosting an Event in the Barossa' directed promoters/ event managers to contact TBI, and these enquiries were supported with relevant information and referrals where appropriate (eg Barossa Beer Fest).
	Support The Barossa Council and its community groups in the successful delivery of other negotiated marque events.	Tourism Barossa maintains good relationships with the established and burgeoning community groups across the Barossa, with a desire to assist as opportunity arises.
	Attract and support new events aligned with the Barossa Events strategy - assisting them to be	Tourism Barossa spearheaded the extension of the Barossa Gourmet Weekend brand, to an additional three quarterly mini-festivals.

	unique, bespoke and sustainable whilst ensuring alignment to the Barossa Brand.	
3. Membership support: <ul style="list-style-type: none"> <li>a. Annual member survey</li> <li>b. Training</li> <li>c. Promotion</li> <li>d. One on one support</li> </ul>	Membership growth at 1% Per Annum	<p>The Tourism Barossa team provided excellent support to its membership base, and beyond, during the funding period. This support included:</p> <ul style="list-style-type: none"> <li>• Facilitation of strategic training workshops, targeted for specific needs of local tourism businesses.</li> <li>• Strategic promotion of tourism product, including via the Australian Tourism Exchange and other significant international trade missions.</li> <li>• Promotion of the Barossa as a premier events destination through delivery of key Barossa events, as well as cultivating the Business Events market.</li> <li>• One – to – one support of members in specific areas of: ATDW &amp; online digital capacity, marketing strategies, Barossa Brand, product development, etc.</li> </ul>
	80% satisfaction level from members survey.	<p>The inaugural survey of Tourism Barossa members indicated very high levels of satisfaction with the services provided by Tourism Barossa. The survey provided excellent insights into the priorities of member businesses, and the Tourism Barossa services that they put most value on. It also provided insight into why some businesses have not taken up the offer of one-to-one support from members of the Tourism Barossa team. Where this had not been utilized, it was largely due to a lack of understanding that these services were available and included as part of the Tourism Barossa membership fee.</p>
	Social media reach and engagement growth at least 10% increase per annum for period of agreement.	<p>The My Barossa social media community continues to grow and engagement remains strong. The facebook channel is managed by Tourism Barossa in partnership with the Barossa Visitor Information Centre, and content continues to be relevant and engaging. While the ambitious target of 10% increase in engagement was unable to be measured due to lack of baseline data, there have been some exceptional examples of high reach and high engagement, including the Unexpected Barossa video post.</p>

	Deliver annual updates to key market collateral (map/visitor guide).	Please refer 5. below
4. Customer data sharing arrangements where allowed by law.	Protocol developed.	Tourism Barossa and the Barossa Visitor Information Centre work extremely closely in respect of local tourism businesses. A strong protocol has been established in regard to referring new businesses to each other, and maintaining an accurate flow of information, within in the constraints of privacy.
5. Supporting industry, product and experience development.	Deliver annual updates to key market collateral (map/visitor guide).	<p>The 2017 Barossa Touring Map was revised and printed in collaboration with the Barossa Grape &amp; Wine Association, with editorial input from the Barossa Visitor Information Centre. The revision of the map is an iterative process, and each edition sees improvements in usability – including the addition of relevant icons such as ‘Tesla Charging Station’ to keep up with changing technology.</p> <p>The 2017 Barossa Visitor Guide was produced by HWR Media &amp; Communications, with all editorial work undertaken by Tourism Barossa. The guide has been significantly refreshed, and has received strong positive feedback. It is interesting to note that in the abovementioned Tourism Barossa Member survey, the members overwhelmingly affirmed the value of, and need to retain a printed visitor guide.</p>
6. Destination marketing.	<p>Social media reach and engagement growth at least 10% increase per annum for period of agreement.</p> <p>Deliver annual updates to key market collateral (map/visitor guide).</p>	Tourism Barossa maintains a focus on Destination Marketing, within the constraints of its budget. As well as the management of the MyBarossa social media channel (please refer 1. above) and the annual production of key market collateral (please refer 5. above), the team is involved in PR & Marketing of key festivals, International promotion of the Barossa and its products, and liaison with media for promotional opportunities.

7. State funding maintained	State funding maintained.	State funding is currently in place until June 2020.
-----------------------------	---------------------------	------------------------------------------------------

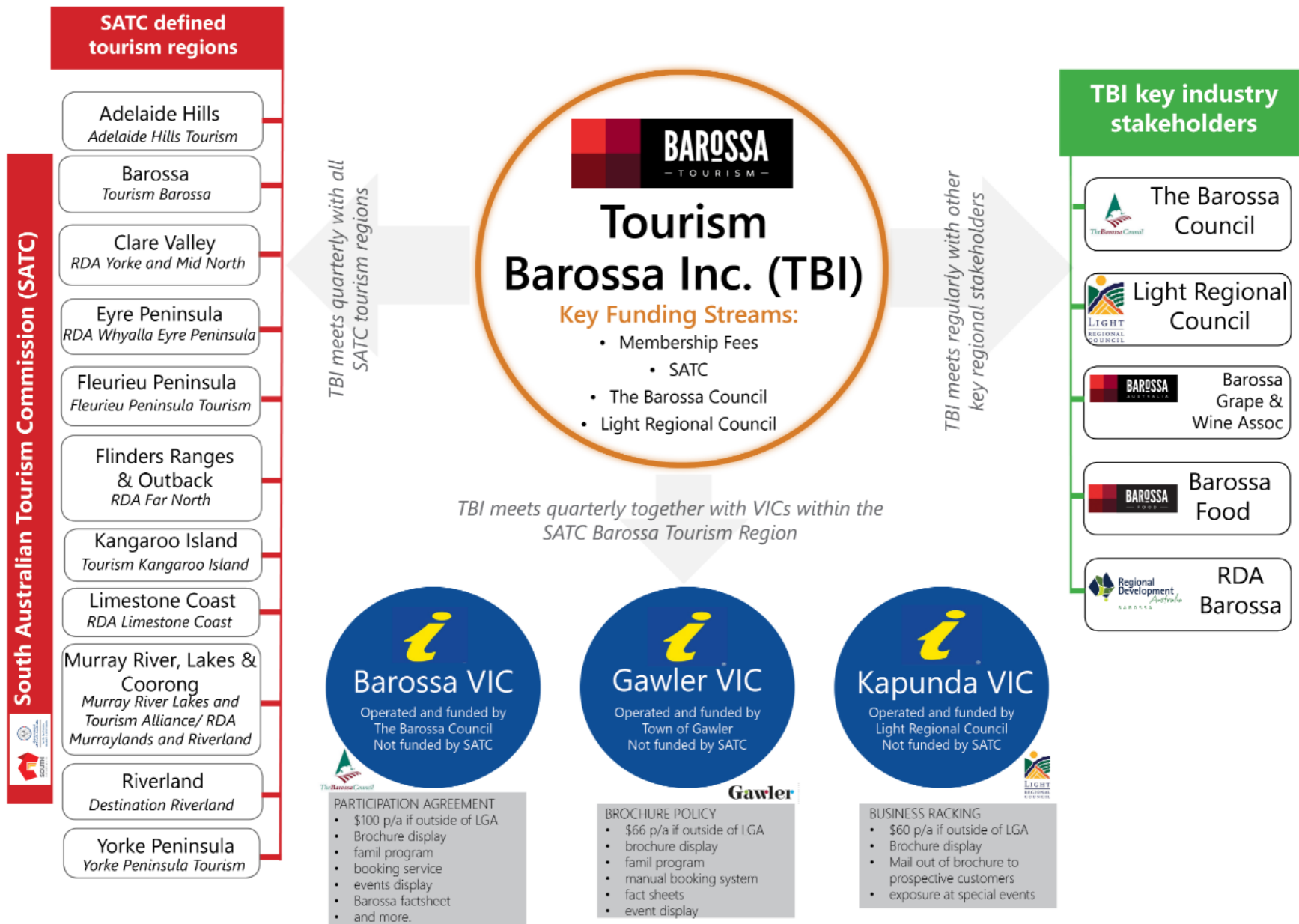
<p>8. Manage digital content including social media monitoring, creation of digital content rectification register and performance targets.</p>	<p>Social media reach and engagement growth at least 10% increase per annum for period of agreement.</p> <p>Digital content is current with all reported errors resolved within 3 days.</p>	<p>Social media reach and engagement growth: as per above 3.</p> <p>Digital content error resolution included both pure content error, and website infrastructure issues.</p> <ul style="list-style-type: none"> <li>a. <b>Content:</b> in respect of reported content error, this is usually readily resolved, if the accurate content is known. A significant amount of 'error's' reported are often outside of the control of the co-owners of Barossa.com, as the website draws a considerable amount of data from ATDW listings, which are managed by individual businesses. In these scenarios, the businesses are advised to update the content, which then refreshes within 24 hours to the website. As numbers of Tourism Barossa team members work part time, it is not always possible to turn around these issues within the outlined timeframe.</li> <li>b. Website infrastructure and development issues: there are ongoing issues that surface in regard to the website infrastructure, and these have often taken an extended time to resolve, with some remaining outstanding. The most difficult issues to resolve are those where the integration of the website with third party software is deficient (eg some aspects of BookEasy &amp; ATDW). Tourism Barossa acts as a liaison between the external parties raising the issue and the website developer, to attempt to achieve the best resolution within the allocated development budget.</li> </ul>
-------------------------------------------------------------------------------------------------------------------------------------------------	---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

## 2017–18 – Strategic Matters to Be Resolved

TBI with support from the Manager, Tourism Services from Council shall take the lead to resolve and put in place satisfactory arrangements that:

Strategic Matter	KPI	Action taken
1. Address the matter of ticketing for events for the community and in so doing shall explore the responsibilities for each class of event and who shall be responsible, an information technology solution that provides a single point of entry, embed and agree a revenue sharing proposal noting that current Bookeasy sharing from Council to TBI is set at 2%, and adequately fund front of office booking services.	Functional Ticketing Solution implemented that suits needs of key stakeholders and local event organisers.	<p>The Regional Tourism Manager and Manager, Tourism Services have had extensive discussion regarding this matter, including meetings with several potential ticketing providers who would seek to offer a ‘one-stop-shop’ solution.</p> <p>However, after investigation and consideration of this issue, it appears that the current BookEasy ticketing system remains the most viable and affordable regional solution for event ticketing. This is the system that is currently employed on Barossa.com. It is acknowledged that the BookEasy ticketing platform has some limitations, however BookEasy continue to work on all of their platforms to make improvements and upgrades.</p> <p>While there are definitely numerous alternative ticketing options available on the market, consideration must be given to the significant development and website integration costs that would be required, as well as the ongoing fee structures that all of these ticketing solutions command.</p> <p>BookEasy may not be the most sophisticated ticketing system available in today’s marketplace, however it remains the most viable option for the current needs of the key stakeholders – Barossa.com co-owners, Barossa Visitor Centre, event holders.</p>
2. Establish a protocol for clear and formal lines of communication between the Parties to better manage operational matters arising from TBI decision making.	Protocol established and agreed by the Parties	The Tourism Barossa RTM and Manager, Tourism Services have established a monthly meeting with a broad agenda that enables signaling of future items that will effect both organisations, as well as a review of current or past issues, in order to maintain clear lines of communication. This has proved useful in maintaining the strong relationship that already exists between both organisations and the staff therein.

<p>3. Establish a protocol or map that clearly defines between the Parties the responsibilities and activities that will deliver a coordinated, efficient and improved tourism services that supports the growth of the industry. This shall include understanding of front of house services, advertising, lobbying, and other operational matters.</p>	<p>Protocol / map established and agreed by the Parties</p>	<p>A map that outlines the delivery of Tourism Services has been established and agreed upon and is an excellent tool to clarify the role of Tourism Barossa, Barossa Visitor Centre and the numerous other stakeholders who are tasked with supporting the Visitor Economy in the Barossa.</p> <p>(Please see attached)</p>
----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	-------------------------------------------------------------	------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------



**COUNCIL**

**DEVELOPMENT AND ENVIRONMENTAL SERVICES**

**ENVIRONMENTAL SERVICES REPORT**

**19 FEBRUARY 2019**

**4.5.2 CONSENSUS AGENDA – ENVIRONMENTAL SERVICES REPORT**

**4.5.2.1 GAWLER RIVER FLOODPLAIN MANAGEMENT AUTHORITY  
B7490, 19/3486**

Minutes and Key Outcome Summary of the Gawler River Floodplain Management Authority meeting held on 13 December 2018, are attached for information.

**RECOMMENDATION:**

That Report 4.5.2.1 be received and noted.

---

## M E E T I N G   M I N U T E S

---

Committee            **Gawler River Floodplain Management Authority**  
Held On              **Thursday 13 December 2018 at 9.45 am**  
Location             **City of Playford, Elizabeth.**

---

### **WELCOME**

*Mr Ian Baldwin formally welcomed Board Members, Deputy Board Members, Observers and the Executive Officer and opened the 108<sup>th</sup> meeting of the Board.*

### **PRESENT**

*Mr Ian Baldwin, Independent Board Member, Chair  
Cr Malcolm Herrmann, Adelaide Hills Council, Board Member  
Mr Marc Salver, Adelaide Hills Council, Deputy Board Member  
Mr James Miller, Adelaide Plains Council, Board Member  
Cr Terry-Anne Keen, Adelaide Plains Council, Board Member  
Mr Gary Mavrinac, The Barossa Council, Board Member  
Mr Sam Dilena, Town of Gawler, Board Member  
Cr Paul Koch, Town of Gawler, Board Member  
Mr Andrew Philpott, Light Regional Council, Deputy Board Member  
Cr Stephen Coppins, City of Playford, Board Member  
Mr Greg Pattinson, City of Playford, Deputy Board Member  
Mr David Hitchcock, Executive Officer*

The Chairperson, welcomed all new Board Members and briefly outlined the purpose of the Authority and general meeting practices of Board Meetings.

<b>GRB 18/82 Observers</b>
----------------------------

**Moved: Mr. J Miller                      Seconded: Mr S Dilena**

**That Cr John Lush, Adelaide Plains Council and Cr Kelvin Goldstone Adelaide Plains Council, be appointed as Observers.**

**CARRIED**

### **APOLOGIES**

*Mr. Brian Carr, Light Regional Council, Board Member  
Cr William Close, Light Regional Council, Board Member  
Mr Mal Hemmerling, City of Playford, Board Member  
Mayor Bim Lange, Barossa Council, Board Member  
Cr Russell Johnstone, Barossa Council, Deputy Board Member*

**GRB 18/83 Minutes of the 18/10/18 GRFMA meeting**

**Moved: Mr. G Mavrinac**

**Seconded: Mr. G Pattinson**

**That the Minutes of the Gawler River Floodplain Management Authority Board meeting held 18/10/18 be confirmed as a true and accurate record of that meeting.**

**CARRIED**

**GRB 18/84 Minutes of the 18/10/18 GRFMA Confidential Meeting**

**Moved: Mr. J Miller**

**Seconded: Mr. M Salver**

**That the Minutes of the Gawler River Floodplain Management Authority Board Confidential Meeting held 18/10/18 be confirmed as a true and accurate record of that meeting.**

**CARRIED**

**GRB 18/85 Minutes of the 12/11/18 GRFMA Special Meeting**

**Moved: Cr T Keen**

**Seconded: Mr. G Mavrinac**

**That the Minutes of the Gawler River Floodplain Management Authority Board Special Meeting held 12/11/18 be confirmed as a true and accurate record of that meeting.**

**CARRIED**

Actions arising from previous resolutions

NRM Reform – BBR Funding application- Walker Corp – 18/07 action on Levee bank applications.

**GRB 18/86 Reforming NRM**

**Moved: Mr. G Mavrinac**

**Seconded: Cr. T Keen**

**That the Executive Officer write to the Hon D Speirs Minister for Environment and Water in regard to the establishment of the new Landscape SA Boards (replacing the Adelaide and Mount Lofty Ranges NRM Board) noting that the Gawler River Floodplain Management Authority encompasses six separate council boundaries and seeking clarification how placement of the collective constituent councils in Landscape Region might be effected to ensure strategic flood management objectives and relevant landscape levy funding mechanisms are maintained.**

**CARRIED**

**GRB 18/87 Questions on Notice – Adelaide Plains Council**

**Moved: Mr. A Philpott**

**Seconded: Mr. G Mavrinac**

**That the report on Questions on Notice be received.**

**CARRIED**

Adelaide Plains Council gave notice of the intention to ask the following questions to be submitted to the 13 December 2019 GRFMA meeting.	
Preamble	The 15 October 2018 Ordinary Council meeting of the Adelaide Plains Council endorsed the below resolution.
Question 1:	Does the current Gawler River Northern Floodway design layout currently being put forward by GRFMA differ from an earlier technical design layout by Consulting firm if so, please provide detail; and
Answer 1	No
Question 2	Was any design change from original earlier Northern Floodway proposal endorsed by GRFMA, if so please provide details of: - when did the design proposal change occur what was reasoning behind any design change and please provide before and after Northern Floodway design site map.
Answer 2	No
GRFMA Executive Officer comment	Refer page viii Northern Floodway Prospectus – <i>A key first step in progressing both Recommendation 2 and 3 will be to confirm the scope of works necessary to achieve the desired level of flood mitigation. This will be achieved through a combination of additional modelling, investigations and early engagement with stakeholders.</i>

#### **GRB 18/88 GRFMA Charter Review**

**Moved: Cr M Herrmann**

**Seconded: Mr. G Mavrinac**

**That the GRFMA receive the report and a further report on the final draft Charter Review be considered at the 7 February 2019 GRFMA Meeting.**

**CARRIED**

#### **GRB 18/89 Minutes of the 10/12/18 GRFMA Audit Committee Meeting**

**Moved: Mr. J Miller**

**Seconded: Cr. T Keen**

**That the Minutes of the 10/12/18 Gawler River Floodplain Management Authority Audit Committee, as amended, be received.**

**CARRIED**

<b>GRB 18/90 Policy review</b>
--------------------------------

**Moved: Mr. S Dilena**

**Seconded: Cr. S Coppins**

**That the GRFMA;**

- 1. Adopt the following reviewed Policies without change.**
  - Access to meetings and Documents;**
  - Internal Review of Decisions;**
  - Procurement and Operations;**
  - Dam Valuation; and**
  - Treasury Management; and**
- 2. Notes proposed changes to the Public Consultation Policy and the Executive Officer to seek comment on the proposed changes from constituent councils prior to further consideration.**

**CARRIED**

GRFMA Audit Committee Membership

Cr M Herrmann declared a Material Conflict of Interest as he is a nominated candidate for membership to the GRFMA Audit Committee and left the meeting at 10.37 am.

Cr S Coppins advised he wished to withdraw his nomination as candidate for membership to the GRFMA Audit Committee in favor of Cr Herrmann's nomination.

<b>GRB 18/91 GRFMA Audit Committee Membership</b>
---------------------------------------------------

**Moved Cr T Keen**

**Seconded: Mr. G Mavrinac**

**That**

- 1. Subject to approval from constituent councils Mr M Herrmann be appointed as GRFMA Audit Committee member, Elected Member representative: and**
- 2. That the Executive Officer write to constituent councils seeking support for the appointment; and**
- 3. That a report on constituent council responses be provided to the 7 February 2019 GRFMA meeting.**

**CARRIED**

Cr M Herrmann returned to the meeting at 10.42 am

<b>GRB 18/92 Financial Report and Budget Review</b>
-----------------------------------------------------

**Moved Mr. A Philpott**

**Seconded: Mr. G Mavrinac**

**That the GRFMA.**

- 1. Adopt the Budget Review Documents for 30 November 2018 for the 2018/2019 financial year; and**
- 2. That the financial report as at 30 November 2018 showing a balance of total funds available of \$ 148,293.60 be received.**

**CARRIED**

**GRB 18/93 Meeting Schedule**

Moved Mr. A Philpott                      Seconded: Cr. P Koch

That the Schedule of ordinary GRFMA meetings for 2019 be: Thursday 7 February 2019, Light Regional Council; Thursday 18 April 2019, Adelaide Hills Council; Thursday 13 June 2019, The Barossa Council; Thursday 15 August 2019 Town of Gawler; Thursday 17 October 2019 Adelaide Plains Council; Thursday 12 December 2019 (2nd Thur), City of Playford.

**CARRIED**

**GRB 18/94 Re-vegetated zone Bruce Eastick North Para Flood Mitigation Dam**

Moved Mr. A Philpott                      Seconded: Cr. P Koch

That the GRFMA:

- 1 Endorse Mr. A Philpott and the Executive Officer, to initiate discussions between interested members of the Authority and NRAMLR on the establishment of a revegetated zone around the Bruce Eastick North Para Flood Mitigation Dam; and
- 2 Receive a further progress report on the matter at a later date.

**CARRIED**

Mr A Philpott left the meeting at 11.56 am

**GRB 18/95 Board and Deputy Board Member appointments**

Moved Cr. M Herrmann                      Seconded: Cr. T keen

That the GRFMA;

1. Receive the report;
2. Record a vote of thanks to recently retired GRFMA Board and Deputy Board Members.
  - Cr Melville Lawrence, Adelaide Plains Council
  - Mayor Bob Sloane, Barossa Council
  - Cr Dave de Vries, Barossa Council
  - Cr Adrian Shackley, Town of Gawler
  - Cr. Denis Davey. City of Playford
  - Cr Shirley Halls, City of Playford
  - Mr Andrew Aitken, Adelaide Hills Council.
3. Notes new GRFMA Board and Deputy Board Member appointments post the November 2018 Local Government General Elections as:

Council	Board Members	Deputy Board Members
Independent Chairperson	Mr Ian Baldwin	
Adelaide Hills Council	Cr Malcolm Herrmann Mr Marc Salver	Cr Pauline Gill
Adelaide Plains Council	Cr Terry-Anne Keen Mr James Miller	Cr John Lush Mr Robert Veitch
The Barossa Council	Mayor Bim Lange Mr Gary Mavrinac,	Cr Russell Johnstone

<b>Town of Gawler</b>	<b>Cr Paul Koch Mr Sam Dilena,</b>	<b>Cr Kelvin Goldstone Mr Ben DeGilio</b>
<b>Light Regional Council</b>	<b>Cr William Close Mr Brian Carr,</b>	<b>Mr Andrew Philpott</b>
<b>City of Playford</b>	<b>Cr Stephen Coppins Mr Mal Hemmerling</b>	<b>Mr Greg Pattinson</b>

## **CARRIED**

Members noted agreement to invite recently retired GRFMA Board and Deputy Board Members to morning tea at the 7 February 2019 GRFMA meeting so that the vote of thanks could be personally conveyed.

### **GRB 18/96 GRFMA Gawler River orientation**

**Moved Cr. T Keen                      Seconded: Mr. G Mavrinac**

**That the GRFMA, now that landowner consultation has commenced for the proposed northern floodway, schedule a tour for GRFMA Board Members, Deputy Board Members and interested council members representing constituent councils, of: -**

- **The Bruce Eastick Dam.**
- **The Northern Floodway precinct.**
- **Key sites both upstream and downstream of the Northern Floodway precinct.**

## **CARRIED**

Cr Goldston left the meeting at 11.05 am.

Correspondence at Item 9 was noted.

The meeting adjourned at 11.10 am for a short break.

The meeting reconvened at 11.23 am.

### **GRB 18/97 In Confidence 11.25 am**

**Moved Cr. M Herrmann                      Seconded: Cr. T Keen**

**Pursuant to Section 90(2) of the Local Government Act 1999, an Order is made that the public be excluded from attendance at the meeting, in order to consider in confidence agenda item 10.1 Quotations Dam Access (Road) repairs, under Section 90(3)(d) of the Local Government Act 1999 on the basis that:**

**(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;**

**This matter is confidential because it includes quotations for provision of services and requires determination of a suitable and preferred supplier.**

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

**CARRIED**

<b>GRB 18/98    Quotations Dam Access (Road) repairs - See separate confidential meeting minute</b>
-----------------------------------------------------------------------------------------------------

**CARRIED**

<b>GRB 18/99    Quotations Dam Access (Road) repairs - See separate confidential meeting minute</b>
-----------------------------------------------------------------------------------------------------

**CARRIED**

<b>GRB 18/100    Quotations Dam Access (Road) repairs - See separate confidential meeting minute</b>
------------------------------------------------------------------------------------------------------

**CARRIED**

<b>GRB 18/101    Quotations Dam Access (Road) repairs - See separate confidential meeting minute</b>
------------------------------------------------------------------------------------------------------

**CARRIED**

<b>GRB 18/102 Out of Confidence 12.05 pm</b>
----------------------------------------------

**Moved Cr. T Keen**

**Seconded: Cr. M Herrmann**

**Pursuant to Section 90(2) and Section 91(7) of the Local Government Act 1999, the GRFMA orders that the following aspects of item 10.1 Quotations Dam Access (Road) repairs be kept confidential in accordance with the GRFMA Boards reasons to deal with this item in confidence pursuant to section 90(3) (d) of the Local Government Act 1999:**

- Report for Item 10.1.**
- Attachments for item 10.1.**

**This order shall operate until reviewed and determined as part of the annual review by the Authority in accordance with Section 91(9)(a) of the Local Government Act 1999.**

**The Executive Officer is delegated authority to publicly release Information regarding GRFMA Board determination of the preferred supplier and the accepted quotation costing.**

**CARRIED**

**Urgent Business without notice.**

<b>GRB 18/103 Northern Floodway Project information</b>
---------------------------------------------------------

Moved Cr. T Keen

Seconded: Mr. M Salver

That

1. Subject to formal request from the Adelaide Plains Ratepayers and Residents Association GRFMA endorse the Chairperson and Executive Officer to undertake a presentation to an Association meeting to provide update on the Northern Floodway Project and progress:
2. Prior to such presentation facilitate a suitable media release (with assistance from constituent council media staff) containing the information to be presented so that consistent information is provided to all parties; and
3. Endeavor's also be made to provide the relevant information to key landholders and stakeholders in the precinct of Virginia.

**CARRIED**

Cr Keen noted difficulties with the Email format of the GRFMA Agenda.

The Executive Officer advised one reasonable solution might be for the Authority to purchase suitable software that will facilitate a more effective and efficient Agenda compilation and format.

Further discussion to be undertaken at the next meeting.

**Closure of meeting**

The Chairperson thanked the City of Playford for hospitality as host and wished all present a Merry Christmas and Happy New Year.

The next Ordinary Board Meeting will be held 9.45 am, Thursday 7 February 2019. at the Light Regional Council.

Meeting closed 12.35 am.

**Confirmed Chairperson .....**

# **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 Board Meeting 13/12/18**

#### **New GRFMA Board**

The Chairperson, noted the recent Local Government General Elections, welcomed all new Board Members and briefly outlined the purpose of the Authority and general meeting practices of Board Meetings.

#### **Questions on Notice**

The Adelaide Plains Council submitted 2 Questions on Notice relating to the Northern Floodway Project. Relevant answers were provided and recorded in the minutes.

#### **Reforming NRM**

The Authority will write to the Hon D Speirs Minister for Environment and Water in regard to the establishment of the new Landscape SA Boards (replacing the Adelaide and Mount Lofty Ranges NRM Board) seeking clarification how placement of the collective constituent GRFMA councils in a Landscape Region might be effected to ensure strategic flood management objectives and relevant landscape levy funding mechanisms are maintained.

#### **Charter Review**

The meeting received a report on progress achieved by the Charter Review Working Group and a further report on the final draft Charter Review is to be considered at the 7 February 2019 GRFMA meeting.

#### **Policy review**

The meeting adopted the following reviewed Policies without change:

- Access to meetings and Documents;
- Internal Review of Decisions;
- Procurement and Operations;
- Dam Valuation; and
- Treasury Management; and

The Executive Officer is to seek comment on proposed changes to the Public Consultation Policy from constituent councils prior to further consideration.

#### **Membership of the GRFMA Audit Committee**

Subject to approval from constituent councils Cr. M Herrmann was appointed as GRFMA Audit Committee member, Elected Member representative.

#### **Financial Report**

The Board adopted the Budget Review Documents for 30 November 2018 for the 2018/2019 financial year; and received the financial report as at 30 November 2018 showing a balance of total funds available of \$ 148,293.60.

# **Gawler River Floodplain Management Authority**

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

## **Schedule of Meetings**

The Meeting adopted the Schedule of ordinary GRFMA meetings for 2019 as: Thursday 7 February 2019, Light Regional Council; Thursday 18 April 2019, Adelaide Hills Council; Thursday 13 June 2019, The Barossa Council; Thursday 15 August 2019 Town of Gawler; Thursday 17 October 2019 Adelaide Plains Council; Thursday 12 December 2019 (2nd Thur), City of Playford.

## **Revegetated zone around the Bruce Eastick Dam**

Members endorsed a proposal to initiate discussions between interested members of the Authority and NRAMLR on the establishment of a revegetated zone around the Bruce Eastick North Para Flood Mitigation Dam.

## **Recently retired GRFMA Board and Deputy Board Members**

The meeting recorded a vote of thanks to recently retired GRFMA Board and Deputy Board Members.

## **GRFMA Gawler River orientation**

An orientation tour for GRFMA Board Members, Deputy Board Members and interested council members representing constituent councils is to be scheduled. The tour will include:

- The Bruce Eastick Dam.
- The Northern Floodway precinct.
- Key sites both upstream and downstream of the Northern Floodway precinct.

## **Northern Floodway Project Public Relations**

Subject to formal request from the Adelaide Plains Ratepayers and Residents Association, the GRFMA endorsed the Chairperson and Executive Officer to undertake a presentation to an Association meeting to provide update on the Northern Floodway Project and progress. Endeavor's will also be made to provide the relevant information to key landholders and stakeholders in the precinct of Virginia with a suitable media release containing the information to be presented to be compiled.

## **Next GRFMA Ordinary Meeting**

The next GRFMA Ordinary Board Meeting will be held 9.45 am, Thursday 9 February 2019 at the Light Regional Council.

**COUNCIL**  
**DEVELOPMENT AND ENVIRONMENTAL SERVICES**  
**HEALTH SERVICES REPORT**  
**19 FEBRUARY 2019**

**4.5.3            CONSENSUS AGENDA – HEALTH SERVICES REPORT**

**4.5.3.1        FOOD RECALLS**  
**B9106**

Consumer Level recalls were monitored for:

- Target Modern Gourmet Spicy Beer Nuts
- Son of a Plum Peach n Plum Sour Ale 330ml bottles

**RECOMMENDATION:**

That the report item 4.5.3.1 be received.

## **COUNCIL**

### **DEVELOPMENT AND ENVIRONMENTAL SERVICES**

#### **HEALTH SERVICES REPORT**

**19 FEBRUARY 2019**

#### **4.5.3        CONSENSUS AGENDA – HEALTH SERVICES REPORT**

##### **4.5.3.2       FOOD PREMISES INSPECTIONS**

###### **B4573**

During the month of January 2019 the following food businesses were inspected for their compliance with the Food Act 2001.

- Enerby Farm Cottage – Routine inspection
- Wanera Wine Bar and Restaurant – Routine Inspection
- Lanzaerac Country Estate – Routine inspection
- Fernweh Guesthouse – Routine inspection
- Marble Lodge B & B – Routine inspection
- Ai Made It – Routine inspection
- Collingrove Caterers – Routine inspection
- Maggie Beer Products – Routine inspection
- Lord Lynedoch Hotel - Routine inspection
- Wolf Blass Wines - Routine inspection
- Four Seasons of Nosh – Routine and Follow up inspection
- Rumours Espresso – Follow up inspection
- Recreation SA – Routine inspection
- Lou Miranda Estate – Routine inspection
- Mr & Mrs Sizzle – Preliminary inspection

##### **RECOMMENDATION:**

That the report items 4.5.3.2 be received.

## **COUNCIL**

### **MAYOR**

**19 FEBRUARY 2019**

#### **7.1 DEBATE AGENDA – MAYOR**

##### **7.1.1**

##### **REVIEW OF ORDERS UNDER CONFIDENTIALITY PROVISIONS OF THE LOCAL GOVERNMENT ACT 1999 – RELATED TO PREVIOUS PERFORMANCE REVIEW AND CONDITIONS OF CONTRACT FOR THE CHIEF EXECUTIVE OFFICER (CEO)**

**B7322**

##### **PURPOSE**

Any order made by Council that operates for a period of more than 12 months must be reviewed at least once in every year – thus, these orders pursuant to Section 91(9) Local Government Act (Act) are due for review.

##### **RECOMMENDATION**

That Council in compliance with Section 90(9)(a) of the Local Government Act (Act) and having reviewed the confidentiality orders of:

- 16 July 2013 – Performance Review of the Chief Executive Officer;
- 24 June 2014 – Performance Review of the Chief Executive Officer;
- 21 July 2015 – Performance Review of the Chief Executive Officer;
- 16 August 2016 – Chief Executive Officer's 2015/16 Performance Review and New Contract Negotiation;
- 18 July 2017 – Chief Executive Officer's 2016/17 Performance Review, and,
- 17 July 2018 – Chief Executive Officer's 2017/18 Performance and Conditions of Contract Review;

made in accordance with Section 90(3)(a) of the Act resolve that the performance documents, agenda reports and minutes shall continue to remain confidential and that Council review the said orders prior to 19 February 2020.

##### **REPORT**

At the Confidential meeting of Council held on 16 July 2013 Council considered the performance review of the Chief Executive Officer and resolved that:

*Council having considered this matter in confidence under Section 90(2) and (3) (a) of the Local Government Act 1999 makes an order pursuant to Section 91(7) of the Act that the performance documents, agenda and minutes of the Confidential Council meeting held on 16 July 2013 in relation to confidential item 8.1.1 Performance Review of the Chief Executive Officer, other than the minutes relating to this confidentiality order, be kept confidential and not available for public inspection until the conclusion of the Chief Executive Officer's employment.*

This order pursuant to Section 91(9) Local Government Act (Act) was reviewed at Council meetings held on 24 June 2014, 16 June 2015, 17 May 2016, 18 April 2017 and 20 March 2018 where it was resolved that the performance documents, agenda and minutes of the meeting held on 16 July 2013 remain confidential.

At the Confidential meeting of Council held on 24 June 2014 Council considered the performance review of the Chief Executive Officer and resolved that:

*Council having considered this matter in confidence under Section 90(2) and (3) (a) (being 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 makes an order pursuant to Section 91(7) of the Act that all supporting attachments and performance review documents of the Confidential Council meeting held on 24 June 2014 in relation to confidential item 8.1.1 Performance Review of the Chief Executive Officer and not available for public inspection until the conclusion of the Chief Executive Officer's employment.*

This order pursuant to Section 91(9) Local Government Act (Act) was reviewed at the Council meetings on 16 June 2015, 17 May 2016, 18 April 2017 and 20 March 2018 where it was resolved that in the matter of the Performance Review of the Chief Executive Officer the supporting attachments and performance review documents should remain confidential.

At the Confidential

At the Confidential meeting of Council held on Tuesday 21 July 2015 Council considered the performance review of the Chief Executive Officer and resolved that:

*Council having considered this matter in confidence under Section 90(2) and (3) (a) of the Local Government Act 1999 makes an order pursuant to Section 91(7) of the Act that the performance documents, agenda and minutes of the Confidential Council meeting held on 21 July 2015 in relation to confidential item 8.1.1 Performance Review of the Chief Executive Officer, other than the minutes relating to this confidentiality order, be kept confidential and not available for public inspection until the conclusion of the Chief Executive Officer's employment.*

This order pursuant to Section 91(9) Local Government Act (Act) was reviewed at the Council meetings on 17 May 2016, 18 April 2017 and 20 March 2018 where it was resolved that in the matter of the Performance Review of the Chief Executive Officer the supporting attachments and performance review documents should remain confidential.

At the Confidential meeting of Council held on Tuesday 16 August 2016 Council considered the Chief Executive Officer's performance review and new contract negotiation and resolved:

*that Council:*

*Having considered this matter in confidence under Section 90(2) of the Local Government Act 1999 (the Act), makes an order pursuant to Section 91(7), that the report, minutes, documents and attachments other than the minutes relating to this confidentiality order of the Confidential Council Meeting held on 16 August 2016 in relation to item 8.1.1 Chief Executive Officer 2015/16 Performance Review and New Contract Negotiation be kept confidential and not available for public inspection, except information required to be released pursuant to Section 91(8) of the Act, until the conclusion of the Chief Executive Officer's employment and the said order be reviewed by Council annually on the basis it has received and discussed a matter pertaining to the employment and performance review and conditions of employment of the Chief Executive Officer as contemplated by Section 90 (3)(a) of the Act.*

This order pursuant to Section 91(9) Local Government Act (Act) was reviewed at the Council meeting on 18 April 2017 and 20 March 2018 where it was resolved that in the matter of the Performance Review of the Chief Executive Officer the supporting attachments and performance review documents should remain confidential.

At the Confidential meeting of Council held on Tuesday 18 July 2017 Council considered the Chief Executive Officer's 2016/17 performance review and resolved that Council:

*Having considered this matter in confidence under Section 90(2) of the Local Government Act 1999 (the Act), makes an order pursuant to Section 91(7), that the report, minutes, documents and attachments other than the minutes relating to this confidentiality order of the Confidential Council Meeting held on 18 July 2017 in relation to item 8.1.1 Chief Executive Officer 2016/17 Performance Review be kept confidential and not available for public inspection, except information required to be released pursuant to Section 91(8) of the Act, until the conclusion of the Chief Executive Officer's employment and the said order be reviewed by Council annually on the basis it has received and discussed a matter pertaining to the employment and performance review and conditions of employment of the Chief Executive Officer as contemplated by Section 90 (3)(a) of the Act.*

The conditions of this order remain consistent with that considered at the Confidential Council meeting of 18 April 2017 and reviewed on 20 March 2018, that the relevant information pertains to the employment performance of the Chief Executive Officer as contemplated by Section 90(3)(a) and 90(9)(b) of the Act; it is therefore considered appropriate to maintain the order as is.

#### **ATTACHMENTS OR OTHER SUPPORTING REFERENCES**

Nil

#### **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

##### Legislative Requirements

Local Government Act 1999, S90 and S91

#### **FINANCIAL, RESOURCE AND RISK MANAGEMENT CONSIDERATIONS**

No relevant considerations are noted.

#### **COMMUNITY CONSULTATION**

No public consultation is required or considered appropriate.

**COUNCIL**  
**EXECUTIVE SERVICES**  
**CHIEF EXECUTIVE OFFICER REPORT**

**19 FEBRUARY 2019**

**7.2.1 DEBATE AGENDA – CHIEF EXECUTIVE OFFICER**

**7.2.1.1**

**FINAL STRATEGIC RISK REGISTER**

**B7627 19/8656**

**PURPOSE**

To table and seek Council endorsement for the finalised strategic risk register.

**RECOMMENDATION**

That Council having reviewed the final Strategic Risk Register endorse it noting oversight of the management of the Strategic Risk Register shall be undertaken through the Audit Committee.

**REPORT**

In 2017 the Auditor-General undertook a review of The Barossa Council governance systems. Council also undertook a Risk Review internally as part of the service review project.

The Executive team in the last half of 2018 have now completed the construction of a Strategic Risk Register which aligns with the findings of the two reports mentioned above. As part of that work the management have completely revised the assessment matrix for risk and in line with Council's Risk Policy have better aligned the risk profiles in this policy to applying it in the execution of Council directions.

The Strategic Risk Register has been tabled with the Audit Committee and will be reviewed on a quarterly basis as part of the Executive team meetings to ensure our long term risks are being considered and managed appropriately within the confidence of resourcing availability. Executive staff will present on their actions to the Audit Committee, and the Audit Committee shall oversee the management of the risk register and report this back to Council via its minutes.

The final steps in completing and implementing a full risk system are underway with updates to the risk framework and policy, finalisation of the risk process, and updates to the operational risk register well advanced.

**ATTACHMENTS OR OTHER SUPPORTING REFERENCES**

Strategic Risk Register

**COMMUNITY PLAN / CORPORATE PLAN / LEGISLATIVE REQUIREMENTS**

Community Plan



How We Work – Good Governance

**FINANCIAL, RESOURCE AND RISK MANAGEMENT CONSIDERATIONS**

There are no additional considerations regarding finance, resourcing and risk they are embedded in current processes, practices and budgets.

**COMMUNITY CONSULTATION**

There is no community consultation required under the Local Government Act 1999.

Current as at:

14-Feb-19

Risk No:	Risk Short Name	Linkage to Strategic Plan Goals	Risk Description  There is a risk of/that.....	Risk Type	Risk Category	Risk Owner	Risk Causes and Potential Causes	Consequences
		Business Goals/ Objectives impacted by Risk		Strategic, Operational, Project, Compliance			What are the contributing factors as to <b>Why</b> this risk occurs <b>right now</b> ? <b>What</b> would cause the event to occur <b>in the future</b> ?	What would the consequences be to Barossa Council if the risk did occur?
1	Strategy implementation	WHOLE STRATEGY	<b>Maturity level of the Existing Community and Corporate Planning Framework is impacts service delivery</b>  <b>Ineffective implementation of strategy and annual business plan</b>	Strategic	Governance	Executive	Existing strategy is too broad and can be used as justification for most decisions and activities - unclear for Administration to implement [The Corporate and Community Plans are immature in some of core business linkages, for example: under representation of some areas of the business etc leading to disconnect with actual service delivery and the strategy] Lack of an effective/coordinated framework to deliver on the various strategic/operational plans and legislative reporting requirements - as well as delivering demonstrable customer outcomes Some resistance to change at staff and community level - and an understanding across the community and Elected Members (and within Council staff) of the reasons for change Challenges in understanding of 'discretionary' vs 'mandatory' requirements of Council (both external and internal) Elections (State and Local) can affect implementation: Risk of political disruption to admin operations Ill defined Service Levels (community service delivery as well as internal activities) Lack of ownership, 'buy-in' and understanding of Corporate and Community Plans Sometimes there is a lack of coordinated data/research/evidence to support decision making and determining specific strategies Chasing the 'shiny new' opportunity and diverting from approved strategy <b>All other strategic risks are a potential cause for this risk.</b>	<b>Inconsistent decision making at Elected Member and officer level that is connected to Community Plan, Corporate Plan and Change Plan</b>  <b>Don't meet community expectations.</b> <b>Ineffective and inefficient use of resources</b> <b>Elected Member and staff frustration/disillusionment</b> <b>Lack of clarity on Council priority projects leads.</b> <b>Difficult to communicate to the community the direction of the Council and why</b> <b>Difficulty in devising an effective LTFP, Annual Business (Corporate) Plan / budget, AMP and organisational KPIs</b> <b>Missed opportunities for Council (Elected Members and Admin) through lack of championing ideas and projects</b>
2	Big Project	WHOLE STRATEGY	<b>Inability to deliver planning, feasibility and implementation of the Big Project</b>	Strategic	Financial	DCCS	High level concept has been distributed which has established community expectations	Poor use of resources; inconsistent decision making; lack of community support.
3	Leadership	WHOLE STRATEGY	<b>Ineffective leadership to ensure success of the Council and Community</b>	Strategic	Governance	CEO	Extensive volume of requirements on the staff within the organisation - which impacts on the capacity of managers to coach and lead staff A need to enhance leadership skills (self-development) Lack of empowerment, accountability and ownership of 'next level down' management team to make 'lower level' decisions Leadership team too operational - lack of capacity to prioritise strategic requirements Inappropriate delegations which require senior management authorise some lower level activities Culture journey stalling: a need to continue / reinvigorate the Culture story Inconsistent messaging and leadership across the Council - a need to enhance communication across the Council	Poor use of resources; essential services not delivered; loss of staff (corporate knowledge); community confusions and increased complaints; indecisiveness by Council and staff.
4	Financial Unsustainability	WHOLE STRATEGY	<b>Failure to deliver Council operations and strategic direction in a financially sustainable manner</b>	Strategic	Financial	CEO	Variability in the management of business plan and budgets - with linkage to agreed/defined service levels Reductions in external revenue/increased costs imposed: - service/cost shifting by other levels of government - declining grant revenue - costs of essential goods and services exceeding cpi (e.g. power) Legislatively imposed new services/costs Concern regarding financial capacity to agreed priorities of The Big Project (refer to risk #2) Inadequate project and program management Cost shifting from other government Significant increase in service level requirements Legislative burden and cost of compliance	Council becomes financially unsustainable - intergenerational inequity (today's rate payers not paying their fair share and shifting costs to future generations) Council operates in a suboptimal manner Services have to be reduced or cut
5	Revenue restraints	Community and Culture	<b>Inadequate revenue to deliver core services and implement community infrastructure demand</b>	Strategic	Financial	DCCS	Rate rises not sufficient to cover increased costs, new/increased services standards and reduced other/grant funding Rate capping potential Failure to deliver efficiency and effectiveness change as programed	Financial sustainability negatively impacted = current users not paying = intergenerational inequity Cuts or reduction to services Reduced ability for Council to service infrastructure demands
6	Asset Management and capital delivery	Infrastructure	<b>Inadequate long term asset planning, and investment in maintenance and renewal will result in poor service delivery and unsustainable financial future</b>	Strategic	Operations and Service Delivery	DWES & DCCS	Poor Project Management for capital program Lack of system based approach to planned maintenance – including use of asset management data, planned deployment of resources and analysis of planned versus reactive maintenance requests Executing the Big Project whilst maintaining existing maintenance and capital works programmes Big Project – risk of poor execution – cost, time and scope delays Major project capabilities deficient and project management systems need to be implemented. Increasing community infrastructure demands vs ongoing asset maintenance of existing infrastructure is challenging Ongoing infrastructure demands (many and varied) Underutilisation or ineffective use of community assets such as halls, meeting places, sporting club rooms - more data needed.	Existing assets are poorly or under-maintained Increased pressure on future expenditure (maintenance or replacement)

Risk No:	Risk Short Name	Linkage to Strategic Plan Goals	Risk Description  There is a risk of/that.....	Risk Type	Risk Category	Risk Owner	Risk Causes and Potential Causes	Consequences
		Business Goals/ Objectives impacted by Risk		Strategic, Operational, Project, Compliance			What are the contributing factors as to <b>Why</b> this risk occurs <b>right now</b> ? <b>What</b> would cause the event to occur <b>in the future</b> ?	What would the consequences be to Barossa Council if the risk did occur?
7	Service Standards and Community Expectations	Community and Culture	Failure to deliver to service standards and community expectations	Strategic	Operations and Service Delivery	Executive	Lack of customer service standards (as opposed to Services and Service Levels) and agreed customer service model Lack of documented and agreed services to be delivered and their associated service levels Lack of community data regarding service level expectations Misalignment between Council's existing service commitments (ie services and service levels) and the community's expectations and the community's service expectations vs Council ability to deliver. Lack of reconciliation of desired service standards to actual resourcing required/available	Community dissatisfaction Adverse media coverage Inefficient Council operations
8	System and process inefficiencies	Community and Culture	A lack of efficiency and effectiveness in core systems and processes to deliver core services	Strategic	Administration	Executive	Poor configuration and optimisation of electronic processing due to hybrid electronic and hard copy methodologies, potential mismatch of skill to role (Pathway Module Owners) and adherence to historical processes or staff roles resulting in inefficient workflow management. Lack of shared/agreed understanding of current core processes for customer request/application management. Systems, processes and documentation complexity and lack of training regarding their appropriate use, resulting in a lack of consistent application of agreed policy and procedure. System constraints not always utilised allowing user workarounds. Lack effective use of mobility within existing IT systems: Council is lagging technology change and ability of current systems to 'keep up' and optimising current organisational processes within these systems to deliver efficiencies and a better customer experience (this includes introducing mobility, website enhancement, e-pathway, request and facility booking processing improvements). A lack of understanding of Business Requirements (and capability to document) and a tendency to jump straight to solution mode.	Impact on staff effectiveness and morale Additional staff resource cost Error rate and rework Lack of staff confidence in corporate applications
9	Organisation change	WHOLE STRATEGY	Sub-optimal organisational change to ensure efficient and effective service delivery			CEO	Culture journey stalling: a need to continue / reinvigorate the Culture story Significant change on an ongoing basis with more change on the way - change fatigue Incomplete change program agreed and approved to be implemented A need for simplification to ensure efficiency of change implementation - it takes too long to make change happen A lack of alignment of the strategic and business planning of the organisation A lack of translation of strategic plans throughout the organisation (line of sight) Availability/loss of resources (human and financial) to successfully implement the change program Variability in change management skills - impacts success of organisational change	Inefficient Council operations Impact on staff effectiveness and morale Additional staff resource cost
10	Program and project and Activity Management	WHOLE STRATEGY	Difficulty in resource (financial / personnel) planning to implement the breadth and depth of activities required	Strategic	Operations and Service Delivery	Executive	Inconsistent quality of program/project management Major project management capabilities and project management systems deficient ("Big Project" execution risk (cost, time and scope delays) coupled with big community expectations). Difficulty in scheduling and timeframes for implementation of business as usual activities and projects Lack of finalised project management framework which is implemented by the organisation Lack of skills and knowledge in key areas such as project planning, management & contractor management	Sub-optimal implementation of the strategy and/or Council operating in a suboptimal manner Impact on staff effectiveness and morale Poor or non-implementation of high priority projects
11	WHS incident	WHOLE STRATEGY	Incident, act or omission resulting in death, critical injury or severe psychological harm of employee, volunteer or contractor whilst performing duties for Barossa Council or a member of the public	Strategic	WHS	CEO	Lack of an effective and efficient WHS system or system to complex. Lack of compliance to WHS processes by individuals including: - Failure to identify hazards and apply the hierarchy of controls correctly and adequately - Not preparing or following appropriate controls including JSAs/SWMS/SOPs Lack of engagement with, understanding and use of, the WHS risk management system in place, by all levels of the organisation Lack of full implementation of WHS training for employees	Injury (includes mental health) or death to elected members, staff, volunteers, contractors and stakeholders Financial impact Staff imprisonment Reputational damage
12	Attraction and Retention of Workers	WHOLE STRATEGY	Inability to attract and retain Workers	Strategic	HR	CEO	Failure to implement workforce, culture and leadership plans (to address growth, development, retention of staff - to become an employer of choice) Difficulty in attracting and retaining some specific skills (either over or under supply of qualified professionals in the industry) Industry perception issue Industrial relations structure and restrictions inherent in the system Aging workforce across the industry/workforce which impacts on the ability to attract effective employees Degree of consistent accountability / ownership by our people across the organisation - which impacts on employee engagement	Turnover impact on quality of service delivery and project delays Corporate knowledge loss Financial impact - additional recruitment and training costs Reputational damage
13	Legislative Compliance	WHOLE STRATEGY	Ineffective implementation of the requirements of the legislation and regulation	Strategic	Operations and Service Delivery	CEO	Extensive Legislative requirements and change resulting potential non-compliance Increasing legislative compliance resulting in cost growing beyond capacity OR diminishing capacity to deliver services Lack of skills and knowledge of legislative requirements/Maintaining knowledge of new/amended legislation Delegation of powers/functions not assigned to officers/officers not Authorised Inadequate training and development of staff and members to address compliance matters and legislative burden	Financial Impact Reputational impact Diversion of internal resourcing/exposure to alternative legislative compliance

Risk No:	Risk Short Name	Linkage to Strategic Plan Goals	Risk Description  There is a risk of/that.....	Risk Type	Risk Category	Risk Owner	Risk Causes and Potential Causes	Consequences
		Business Goals/ Objectives impacted by Risk		Strategic, Operational, Project, Compliance			What are the contributing factors as to <b>Why</b> this risk occurs <b>right now</b> ? <b>What</b> would cause the event to occur <b>in the future</b> ?	What would the consequences be to Barossa Council if the risk did occur?
14	Contract and Outsourcing Management	WHOLE STRATEGY	Lack of effective contract and/or outsourcing service provider management	Strategic	Operations and Service Delivery	DWES	Poor Contract/Contractor Management skills Insufficient due diligence undertaken in sourcing contractors (at procurement stage) resulting in non-compliance and poor deliverables Lack of skill in estimating project costs and budget requirements in accordance with current market trends (particularly re capital projects) Variable compliance with standard procurement policy and processes Lack of knowledge and compliance with public officer requirements	Financial impact Reputational damage Poor delivery of Council projects Staff turnover
16	Environmental management	Natural Environment and Built Heritage	Incident caused by Barossa Council resulting in environmental or property damage	Strategic	Operations and Service Delivery	DDES	Increasing Environmental requirements and expectation on Councils to manage impacts Inadequate Environmental Management System/ Management Plan for Barossa Council or contractors Lack of environmental objectives/targets/standards that drive operations/decision making within Council Lack of relevant training for employees and volunteers re environmental requirements No dedicated resources for internal environmental initiatives Lack of environmental monitoring/data collection/reporting Staff turnover/loss of knowledge of environmental issues Environment management seen as a low priority	Injury or death to staff, volunteers, contractors and stakeholders Environmental damage Financial impact Reputational damage
17	Emergency and Business Continuity Management	WHOLE STRATEGY	Inadequate response to or recovery action by Barossa Council to a community crisis and/or disaster	Strategic	Business Disruption	CEO	Council is responsible for the delivery of many services. Delivery of these services is vulnerable to business interruption risks. Significant risk of fire and other extreme weather events/disasters which Council is perceived responsible for managing Inadequate BCP Lack of BCP testing and training Lack of staff who have experienced significant BCP events	Financial impact Reputational damage Impact on staff effectiveness and morale Community dissatisfaction Adverse media coverage
18	Economic Development pathways	Business and Employment	Ineffective implementation of the Economic Development strategy to ensure strong, diverse economy that is innovative and adaptable	Strategic	Operations and Service Delivery	CEO	Lack of a formal Economic Development strategy Reliance on Regional Development Australia for economic development strategy (with focus on specific targeted outcomes) Macro economic settings or other externalities result in a downturn in local economy and increased in unemployment Environmental threats to agribusiness increasing (soil salination, water, climate change) Shortage of appropriately zoned land in some areas Lack of access to infrastructure (transport; NBN; communications; water) Lack of access to appropriately trained and qualified employees for all employers.	Sub-optimal implementation of the strategy and/or Council operating in a suboptimal manner. Increased unemployment - increased vandalism/crime Downward economic trend Decreased capacity to pay rates / service charges / increased Council bad debtors
19	Information Security	WHOLE STRATEGY	Information or Cyber Security systems not effectively managed	Strategic	Technology	DCCS	Council is required to manage large numbers of records across a wide range of services, and in numerous databases and on a large number of electronic devices. Each device and each connection by an elected member, employee, contractor or through the internet provides an opportunity for a breach of system security.	Confidentiality breaches Introduction of malicious software Destruction of data Corporate System availability
20	Risk Management Processes	WHOLE STRATEGY	Lack of consistently applied and effective risk management processes by all levels of the organisation	Strategic	Administration	CEO	Risk system complexity and not sufficiently implemented Inconsistent application of risk management principles Lack of team engagement with risk systems Lack of definition of business requirements and continuous improvement of existing WHS and risk management systems	Lack of engagement in the risk systems by employees Potential for injury to staff or public Sanctions from public bodies for non-compliance
21	Governance and Internal Control Assessment & Effectiveness	WHOLE STRATEGY	Ineffective / untimely assessment & actions in relation to internal control requirements	Strategic	Administration	CEO	Staff commitment to timely completion of review and approval of control measures. Incorrect or ineffective actions determined for control risks	Internal control risks with inadequate and inefficient actions resulting in controls not meeting risk appetite

Risk No:	Risk Short Name	Existing Controls	Residual Risk Rating			Risk Accepted?	Target Level of Risk	Treatment Actions	Priority	Treatment owner	Due Date	Treatment Action status	Completion date
		What controls exists to either reduce the likelihood of the risk occurring or reduce the consequences if it does occur?	Likelihood	Consequence	Rating	If risk not accepted, further treatments required	The level of risk Barossa Council is prepared to tolerate for this specific risk	Additional controls to be established that will either reduce the likelihood of the risk occurring or reduce the consequences if it does occur		Treatments without responsible owners will never be managed			
1	Strategy implementation	Annual business planning process. Reporting on Key Planned Activities Financial impact and risk assessment of recommendations to Committees and Council as well as consideration of relationship to Community and Annual Business Plan. Options and detailed analysis regarding infrastructure projects for Council decision making AMP and LTFP Long term plan over Council infrastructure and service requirements Proactive understanding of whole of community demands Identification of strategic relevance in reports to Council. Quarterly Reporting Alignment of individual roles to strategy (line of sight)	POSSIBLE	MODERATE	M (12)	Yes							
2	Big Project	Long term planning, decision making at the highest levels of the organisation, financial funding models and meeting minimum sustainability indicators.	POSSIBLE	MAJOR	H (18)	No	MEDIUM	Complete planning cycle; agree principles and priorities at Council for future implementation; resource for success based on priorities; ongoing community engagement and communication.	HIGH	DCCS	30/06/2019	On Track for completion	
3	Leadership	Mayoral responsibility to lead Council EM weekly updates Support to EMs to develop leadership and resilience skills Performance Appraisal Leadership Development Training and Development Accountability Reporting Industrial Relations Systems Complaint Management ICAC/Code of Conduct Financial and non-financial policy and process Oversight agencies/auditors	UNLIKELY	MAJOR	M (14)	Yes							
4	Financial Unsustainability	Annual business planning process identifies and quantifies the impact of changes to income and expenses to be adjusted through rate rise(s) Budget reviews, internal auditing and auditing. Council reports identify budget impact (cost and impact on financial sustainability measures) Measuring performance against the LTFP Diversification of Financial Modelling/Prudential Management Vision aligned with Strategy aligned with Operating Plans aligned with Work Plans Procurement Processes	RARE	CATASTROPHIC	H (19)	Yes		Note: Monitor effectiveness of controls - rating cannot be reduced	HIGH	CEO	Ongoing		
5	Revenue restraints	Annual business planning and budgeting process Service delivery tied to grant funding Keeping Service Reviews and service standards under constant review Process improvement and process efficiencies Market forces - alternative service delivery mechanisms Keeping corporate and community planning framework realistic	UNLIKELY	MODERATE	L (9)	Yes		Note: Continue to actively lobby and engage in State policy activities affecting Council finances					
6	Asset Management and capital delivery	Asset assessments planning and process implemented and followed Quality control of plan implementation components Service standards for most Council services Program of infrastructure expenditure	POSSIBLE	MAJOR	H (18)	No	LOW	Complete asset condition audits focussing on transport assets Revise and update the IAMPS - Long Term Financial Plans	HIGH	DWES	1/12/2019		

Risk No:	Risk Short Name	Existing Controls	Residual Risk Rating			Risk Accepted?	Target Level of Risk	Treatment Actions	Priority	Treatment owner	Due Date	Treatment Action status	Completion date
		What controls exists to either reduce the likelihood of the risk occurring or reduce the consequences if it does occur?	Likelihood	Consequence	Rating	If risk not accepted, further treatments required	The level of risk Barossa Council is prepared to tolerate for this specific risk	Additional controls to be established that will either reduce the likelihood of the risk occurring or reduce the consequences if it does occur		Treatments without responsible owners will never be managed			
7	Service Standards and Community Expectations	Policies and procedures Customer requests and escalations for requests Trained and experienced staff Triage process and systems (workflow management system) to manage customer requests External alerts regarding regulatory changes Re-active communication process on status Planning process for implementation of legislative changes Provision of public information (help guides) regarding Changes to Dog and Cat Registration and Local Nuisance and Litter Control and Planning Reform to keep abreast of legislative amendments. Development legislative changes and planning reforms – help guides Completion of Service Level documentation Continued development of KPI and Reporting systems	ALMOST CERTAIN	MINOR	H (15)	No	LOW	Implement change program		MOD&R and MSP			Ongoing
8	System and process inefficiencies	Policies and procedures Key corporate systems Work is allocated through a customer request system System training program Departmental budget monitoring and review	ALMOST CERTAIN	MINOR	H (15)	No	LOW	Implement change program		MOD&R and MSP			Ongoing
9	Organisation change	Change Program, Framework, and associated documents Role of Manager Strategic Projects OMG, CMT, PMG Governance	UNLIKELY	MAJOR	M (14)	Yes							
10	Program and project and Activity Management	Planning of project process is thorough and transparent Procurement procedures implemented and to be championed from the top down Project Managers keep projects on track and report/escalated as needed Program Governance and steering committee processes Strategic Planning sessions arranged with SLT and EMs Use of external expertise	LIKELY	MAJOR	E (21)	No	MEDIUM	Project Management methodology refinement and implementation Monitoring, reviewing and accountability Project Management training and development Embedding a clear and simple scaleable framework	HIGH	OMG	1/12/2018		
11	WHS incident	WHS system including: policy, procedure, Hazard ID, SWMS/JSA/SOPs, consultation, training, monitoring. WHS budget WHS Officer WHS training for all elected members, staff, volunteers and contractors WHS auditing (external) and monitoring (internal) WHS reporting (to SMT, WHS committee, Managers, LGA WCS)	RARE	CATASTROPHIC	H (19)	No	HIGH	Note: Continue to implement appropriately resourced Risk systems improvements as identified through existing processes and the Risk Review	HIGH	MOD&R	30/06/2020		ongoing
12	Attraction and Retention of Workers	Succession planning Staff training and development plan Team structure Job rotation - opportunity basis Team level workforce planning Upskilling of casual pool staff Implementation of Workforce Plan	LIKELY	MINOR	M (11)	Yes							
13	Legislative Compliance	Corporate policy and process Framework Risk Management Corporate governance Accountability systems and processes Auditing processes Training and Development Organisational Culture and continuous improvement	POSSIBLE	MAJOR	H (18)	No	MEDIUM	Continue with risk system implementation, undertake legislative training and development where deemed necessary; consider development of legislative compliance register; implement change program	MEDIUM	MOD&R, GA	1/06/2019		

Risk No:	Risk Short Name	Existing Controls	Residual Risk Rating			Risk Accepted?	Target Level of Risk	Treatment Actions	Priority	Treatment owner	Due Date	Treatment Action status	Completion date
		What controls exists to either reduce the likelihood of the risk occurring or reduce the consequences if it does occur?	Likelihood	Consequence	Rating	If risk not accepted, further treatments required	The level of risk Barossa Council is prepared to tolerate for this specific risk	Additional controls to be established that will either reduce the likelihood of the risk occurring or reduce the consequences if it does occur		Treatments without responsible owners will never be managed			
14	Contract and Outsourcing Management	Procurement system Induction process Contractor management Financial controls Delegation Segregation of duties Training and development Accountabilities and performance reporting Organisational Culture and continuous improvement	LIKELY	MAJOR	E (21)	No	MEDIUM	Training in contractor management, specification development, cost estimation	MEDIUM	MSP, MODR, HRA	Mar-19		
16	Environmental management	WHS controls Community Emergency Management Plans Roadside Vegetation Management Plan Community Land Management Plans  Training and Development of Workers Contractor management practices	POSSIBLE	MINOR	L (7)	No	LOW	Training and development Inclusion of environmental management on the TNA Raising greater awareness of environmental issues Consider environmental issues as part of project management systems Update management plans, dependent on resourcing	MEDIUM	DDES, MODR, HRA	Ongoing		
17	Emergency and Business Continuity Management	Local Emergency Risk Management Plan Community Emergency Management Plan L.E.M.P. Implementation Plan Disaster Recovery Plan Business Continuity Management Plan - (under review) Workforce Plan	UNLIKELY	CATASTROPHIC	H (20)	Yes		Continue with training of staff in scenario-based desktop exercises LEMP implementation plan	MEDIUM	CEO, RA	1/12/2019		
18	Economic Development pathways	Rating policy changes Relationships between senior Council employees and businesses Procurement systems promoting local purchasing Training within the district to assist in skilled available local workforce Regional and State relationships through RDAs Advocacy for reducing red tape in Local, State, and Federal systems Ensuring strategic usage of capital investment by Council to drive economic development Strategic land use planning	POSSIBLE	MINOR	L (7)	No	LOW	Complete Economic Development Strategy	LOW	CEO	To be determined		
19	Information Security	Records Management System and its Information Communication Technology system. (obtain list from Manager ICT) Staff awareness and sharing of knowledge	POSSIBLE	MAJOR	H (18)	No	LOW	Continue annual testing of electronic systems, continue to implement cyber readiness with staff, continue records management training of all relevant parties.	LOW	DCCS	Ongoing		
20	Risk Management Processes	Documented policies and processes Training for employees Risk Management Framework Risk Management Plan	LIKELY	MINOR	M (11)	No	LOW	Implementing Reform Program	HIGH	RA, MODR	1/06/2020		
21	Governance and Internal Control Assessment & Effectiveness	Policy and process frameworks Governance systems Control Track system Accountability and reporting systems (internal and external)	RARE	MAJOR	M (13)	Yes	MEDIUM						

## Consequence Descriptors

Rating	Measure	Financial	Reputational	Service Delivery	People	Sustainability and Environment
C5	Catastrophic	Financial cost (or penalty) above <b>\$1m</b>	<p>Forced dismissal of Council or Mayor and/or CEO.</p> <p>State-wide adverse social and mainstream media coverage &gt; 21 days.</p> <p>Ministerial or Regulatory body serious adverse findings or action.</p> <p>Long term non-achievement of Council objectives.</p> <p>Serious adverse legal finding or judgement.</p>	<p>Total interruption/complete loss of system/plant to delivery of <b>critical</b> services (i.e. CWMS) for &gt;1 day.</p> <p>Full or partial BCP action required.</p> <p>Widespread damage to multiple key assets / infrastructure (not only Council assets).</p> <p>Large proportion of impacted customers are significantly disadvantaged or disempowered.</p> <p>30% variation from approved critical/statutory service levels</p>	<p>Loss of life and/or &gt;60% whole person impairment</p> <p>Entrenched severe morale problems leading to prolonged industrial action</p> <p>Inability to recruit multiple critical skills or high employee turnover (&gt;30% annual staff turnover)</p>	<p>Long term, large scale environmental damage on council managed land.</p> <p>Complete non-achievement of Council's sustainability, heritage, environment and land-use goals.</p>
C4	Major	Financial cost (or penalty) between <b>\$250,000 and \$1m</b>	<p>Campaign of adverse social and mainstream media coverage at State level 7 - 21 days.</p> <p>Regulatory Body adverse findings</p> <p>Significant loss of confidence and trust between Council and CEO/Administration.</p> <p>Prolonged or high profile legal action against Council.</p>	<p>Major interruption / extensive damage to delivery of <b>critical</b> services for &lt; 1 day or non-critical service delivery &gt;7 days.</p> <p>Full or partial BCP action may be needed.</p> <p>Serious structural damage to key asset / infrastructure.</p> <p>Up to 30% of impacted customers are disadvantaged or disempowered.</p> <p>20% variation from approved critical/statutory service levels</p>	<p>35% - 60% whole person impairment, lost time injury of &gt; 3 months; or equivalent.</p> <p>Entrenched severe morale problems leading to severe efficiency and effectiveness issues</p> <p>Inability to recruit necessary skills or high employee turnover (&gt;20% annual staff turnover)</p>	<p>Severe environmental impact requiring remedial action on council managed land.</p> <p>Significant non-achievement of Council's sustainability, heritage, environment and land-use goals.</p>
C3	Moderate	Financial cost (or penalty) between <b>\$50,000 - \$250,000</b>	<p>Campaign of adverse social media coverage supported by Local mainstream media up to 7 days.</p> <p>Loss of confidence and trust between Council and CEO/Administration.</p>	<p>Moderate interruption/significant damage to a critical service with impact 4 – 24 hours</p> <p>Partial BCP action may be needed</p> <p>Non-structural damage to asset/infrastructure</p> <p>Up to 10% impacted customers in a suburb/town, cultural or community group disadvantaged or disempowered.</p> <p>10% variation from approved critical/statutory service levels</p>	<p>Short-term disability, 1 - 3 months lost time injury, &gt;6 months medically treated injury; or equivalent.</p> <p>Medium-level morale/behavioural issues</p> <p>Temporary loss of some critical staff or increased employee turnover (&gt;10% staff turnover).</p>	<p>Moderate local impact on or off work site, no long term or irreversible damage, may incur cautionary notice or infringement.</p> <p>Partial non-achievement of Council's sustainability, heritage, environment and land-use goals.</p>
C2	Minor	Financial cost (or penalty) between <b>\$20,000 - \$50,000</b>	<p>Some local media attention.</p> <p>Elected Member dissatisfied with Council and/or Administration.</p>	<p>Minor interruption / damage impacts on budget and timing of project to a non-critical service with minimal impact (&lt;1 business day) to customers/ business.</p> <p>Minor loss/damage to assets/ infrastructure.</p> <p>Little impact upon service delivery or service levels to customers</p>	<p>&lt;1 month lost time injury, &lt;6 months medically treated injury; or equivalent.</p> <p>Minor temporary impact on critical staff or temporary loss of some critical staff.</p>	<p>Minor localized impact one off situation easily rectified.</p>

C1	Insignificant	Financial loss (or penalty) below \$20,000	<p>No media or political attention.</p> <p>Managed in accordance within approved policies and processes.</p>	<p>Minor interruption / damage to plant or to a non-critical service - no impact on service delivery to customers</p> <p>Negligible loss or damage to assets/infrastructure</p>	<p>First aid applied with no long-term effects.</p> <p>No impact on morale and no workforce disruption.</p>	<p>Negligible impact on environment.</p> <p>Contamination/pollution – on-site quickly contained and reversed</p>
----	---------------	--------------------------------------------	--------------------------------------------------------------------------------------------------------------	---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	-------------------------------------------------------------------------------------------------------------	------------------------------------------------------------------------------------------------------------------

Likelihood Descriptors

Level	Description	Explanation - Operations	Explanation – Projects/Business Case
L1	Almost Certain	It is <b>expected to occur</b> within a short period – likely to occur < 10 days of use / activity.	Could be expected to occur more than once during the study or project delivery
L2	Likely	<b>Will probably occur</b> in most circumstances – in the next 10 – 200 days of use / activity.	Could easily be incurred and has generally occurred in similar studies or projects.
L3	Possible	<b>Could be incurred</b> within a one – two year period, next 200 – 700 days of use / activity.	Incurred in a minority of similar studies or projects
L4	Unlikely	<b>Could be incurred</b> in a two - five year time frame, next 700 – 1,500 days of use / activity.	Known to happen, but only rarely.
L5	Rarely	<b>May occur in exceptional circumstances.</b> Could be incurred in a >5 year timeframe, >1,500 days of use / activity.	Has not occurred in similar studies or projects. Conceivable but in extreme circumstances.

Risk Matrix					
Likelihood	Consequences				
	Insignificant	Minor	Moderate	Major	Catastrophic
Almost Certain	M (10)	H (15)	H (17)	E (22)	E (25)
Likely	L (4)	M (11)	H (16)	E (21)	E (24)
Possible	L (3)	L (7)	M (12)	H (18)	E (23)
Unlikely	L (2)	L (6)	L (9)	M (14)	H (20)
Rare	L (1)	L (5)	L (8)	M (13)	H (19)

**COUNCIL**  
**EXECUTIVE SERVICES**  
**CHIEF EXECUTIVE OFFICER REPORT**  
**19 FEBRUARY 2019**

**7.2.1 EXECUTIVE SERVICES – DEBATE**

**7.2.1.2**

**THE BAROSSA COUNCIL QUARTER 2 – 2018/19 PERFORMANCE & ACTIVITY REPORT**  
**19/7295**

Author: Manager Strategic Projects

**PURPOSE**

To provide Council's Quarter 2 – 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 2 – 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 2 – 2018/19 Performance & Activity Report provides performance results against Corporate Plan measures as at 31 December 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.

Summary and Conclusion

The Barossa Council Quarter 2 – 2018/19 Performance & Activity Report is presented for Council consideration.

## **ATTACHMENTS OR OTHER SUPPORTING REFERENCES**

The Barossa Council Quarter 2 – 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 2 – 2018/2019

# Contents



## Theme 1 – Natural & Built Heritage ..... 5



### Building Rules Consent Processing ..... 5

*Quarter 2 indicator revised and target under review – please see commentary for further explanation on the reivew of this indicator.*



### Planning Consent Processing ..... 7

*Quarter 2 indicator revised and target under review – please see commentary for further explanation oon the review of this indicator.*

### Activity Snapshot ..... 9



## Theme 2 – Community & Culture..... 11



### Library Visits ..... 11

*Target exceeded*

### Activity Snapshot ..... 12



## Theme 3 – Infrastructure ..... 14



### Asset Sustainability ..... 14

*Target not met for 2017/18.*



### Asset Spending Ratio ..... 16

*2017/18 target achieved.*

### Activity Snapshot ..... 18



## Theme 4 – Health & Wellbeing ..... 20




### Nuisance and Environmental Request Resolution Rate ..... 20

*Target not met for Quarter 2.*






### Waste Disposal Rate ..... 23

*Target of < 60.8% exceeded with a total of 59.7% of waste disposed to landfill during the 2nd Quarter*

	Recycling Rate	25
	<i>Target of &gt; 39.2% surpassed with 40.3% of waste recycled during Quarter 2</i>	
	Activity Snapshot	27



## **Theme 5 – Business & Employment ..... 30**




	Tourism Customer Satisfaction with Visitor Information Services	30
	<i>Target met for Quarter 2 with an average rating of very good.</i>	
	Visitor Information Centre Bookings	31
	<i>Quarter 2 revenue collected showed a slight downturn compared to September 2018.</i>	
	Cycle Hub – Bike Hire Revenue	32
	<i>The second quarter saw continued growth in revenue compared to June 2018.</i>	
	Activity Snapshot	33







## **How We Work – Good Governance ..... 34**

	<b>Operating Surplus/(Deficit) Ratio .....</b>	<b>34</b>
	<i>Result within target range for 2017/18.</i>	
	<b>Net Financial Liabilities Ratio</b>	<b>35</b>
	<i>Result exceeded target for 2017/18.</i>	
	<b>Customer Request Completion Rate</b>	<b>36</b>
	<i>Quarter 2 target exceeded.</i>	
	<b>Customer Request Resolution Rate</b>	<b>37</b>
	<i>Quarter 2 target not met, however a 8.26% improvement seen compared to Quarter 1.</i>	
	<b>Operational Expenditure Against Budget</b>	<b>39</b>
	<i>Quarter 2 target range not met.</i>	
	<b>Capital Expenditure Against Budget</b>	<b>40</b>
	<i>Quarter 2 target not met.</i>	
	<b>Organisational Culture Improvement</b>	<b>42</b>

*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.*

	Staff Development - Training	43
	<i>Target met for 2017/18.</i>	
	Staff Development – Performance Partnering	44
	<i>Target met for 2017/18.</i>	
	Staff Retention	45
	<i>Target not met, falling short by 1% with 89% of employees retained during 2017/18.</i>	
	Activity Snapshot	46

## legend

-  Target not met
-  Target at risk or not improving
-  Heading toward target or progress acceptable
-  Target achieved



## Theme 1 – Natural & Built Heritage



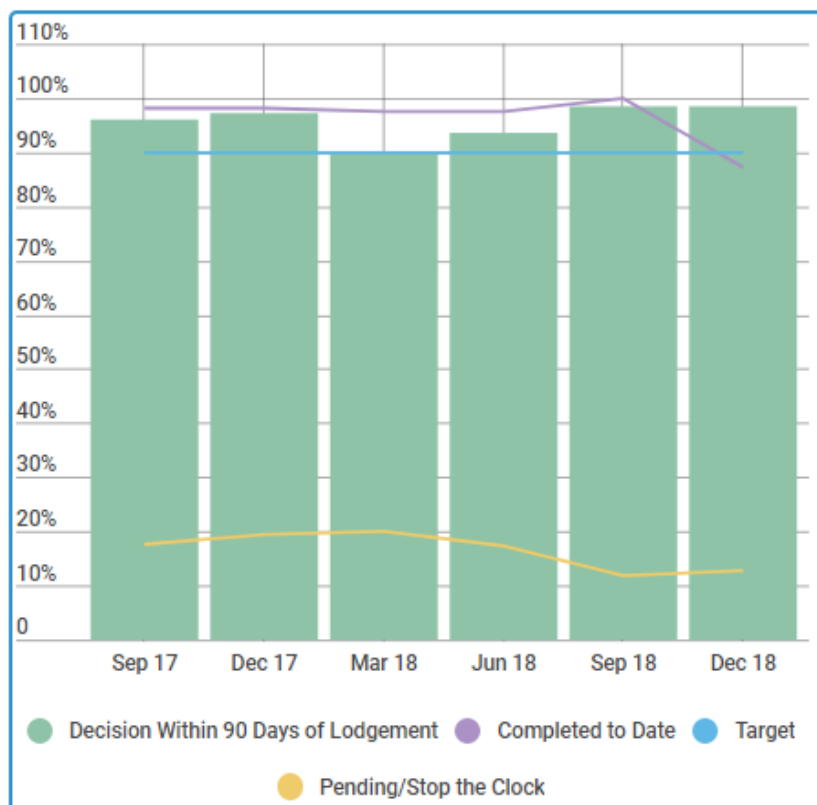
### Building Rules Consent Processing

The percentage of Building Rules Consent Applications completed within three months of lodgement, accounting for delays outside of Council control.

*Quarter 2 indicator revised and target under review – please see commentary for further explanation on the review of this indicator.*

#### RESULTS

##### Building Rules Consent Processing



#### INTERPRETATION

This measure is a lag indicator, with performance measured on those consents due within the current quarter based on lodgment date within the previous quarter.

During the past quarter significant analysis of the data and its learnings has been undertaken and the measure redesigned to better represent performance of the system which includes Council, applicants and third parties. The data has been refined to separate out those applications that in the main fall into three main categories:

- a) Council has requested further including outstanding fees;
- b) The application requires referral to a third party agency and is awaiting response;  
or
- c) The applicant themselves has asked for the application to be placed on hold.

Under the legislative framework these actions effectively “stop the clock” on the performance requirements. The revised data is designed to better represent this fact. In the above graph all the data dating back to April 2017 has been re-analysed and presented. The graph in essence shows:

1. A performance on time of 95.6% on average;
2. Of the applications submitted there is an average per quarter of 16.5% that fit into one of the above four categories;
3. Those completed to date average (at the time of running the data, this measure will change overtime) 96.5%.

Further work will now be undertaken over the next three months to refine the indicator for building and planning performance.

The following table provides the revised data in tabular form for member's interest over the period of data analysed.

	Quarter					
	Sep-17	Dec-17	Mar-18	Jun-18	Sep-18	Dec-18
<b>Decision Within 90 Days of Lodgement</b>	95.9%	97.2%	90.2%	93.5%	98.6%	98.6%
<b>Completed To Date</b>	98.3%	98.3%	97.5%	97.6%	100.0%	87.3%
<b>Target</b>	90.0%	90.0%	90.0%	90.0%	90.0%	90.0%
<b>Pending/Stop The Clock</b>	17.7%	19.5%	20.1%	17.3%	11.7%	12.7%

Arising from the analysis and redevelopment of this indicator are downstream service improvements that will be considered including improved follow up on requests for information and referrals, concurrent requests for information at the commencement of applications so that a single planning and building request is made for combined applications and improved allocation processes. Further changes to the customer service provision and pre-lodgement service are being piloted from the week beginning 18 February in an effort to improve the quality of applications, customer outcomes and speed of processing

## RESPONSE

Outlined above.



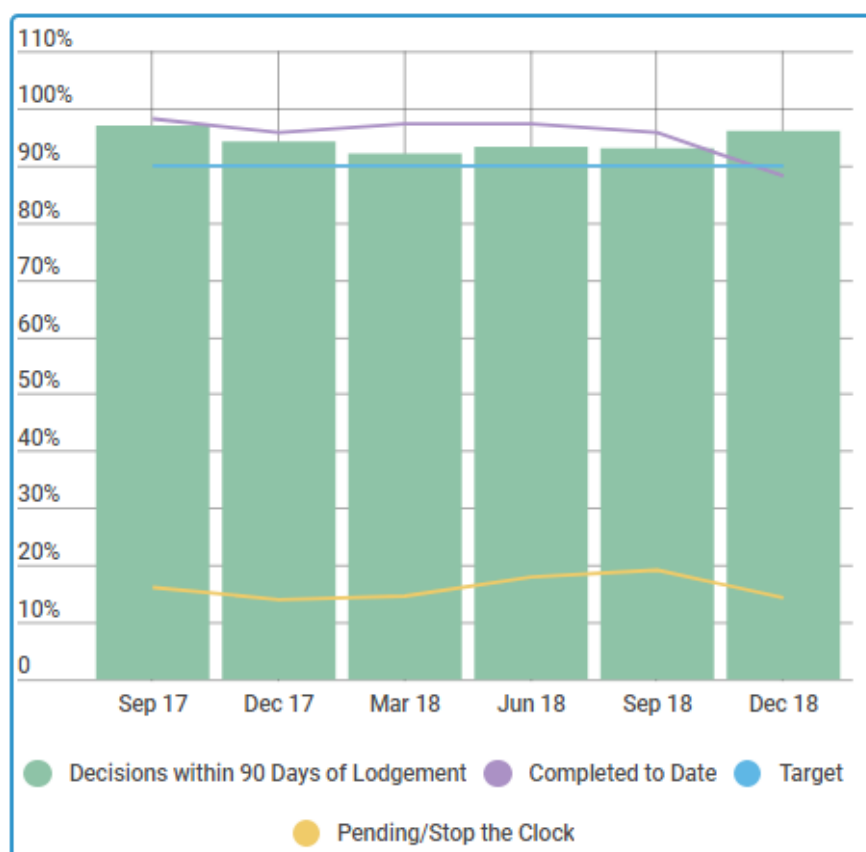
## Planning Consent Processing

The percentage of Planning Consent Applications completed within three months of lodgement, accounting for delays outside of Council control.

*Quarter 2 indicator revised and target under review – please see commentary for further explanation on the review of this indicator.*

### RESULTS

#### Planning Consent Processing



### INTERPRETATION

As per the prior measure and the updated information provided, this measure is a lag indicator, with performance measured on those consents due within the current quarter based on lodgment date within the previous quarter.

Again as with the prior measure, during the past quarter significant analysis of the data and its learnings has been undertaken and the measure redesigned to better represent performance of the system which includes Council, applicants and third parties. The data has been refined to separate out those applications that in the main fall into four main categories:

- a) Council has requested further information including outstanding fees;

- b) The application requires referral to a third party agency and is awaiting response;
- c) The applicant themselves has asked for the application to be placed on hold; or
- d) The matter has been referred to the Barossa Assessment Panel and is awaiting a decision.

Under the legislative framework these actions effectively “stop the clock” on the performance requirements. The revised data is designed to better represent this fact. In the above graph all the data dating back to April 2017 has been re-analysed and presented. The graph in essence shows:

1. A performance on time of 94.3% on average;
2. Of the applications submitted there is an average per quarter of 15.9% that fit into one of the above five categories where the clock has effectively stopped;
3. Those completed to date average (at the time of running the data, this measure will change overtime as outstanding items are completed) 95.3%.

Further work will now be undertaken over the next three months to refine the indicator for building and planning performance.

The following table provides the revised data in tabular form for member's interest over the period of data analysed.

	Quarter					
	Sep-17	Dec-17	Mar-18	Jun-18	Sep-18	Dec-18
<b>Decisions Witin 90 Days of Lodgement</b>	97.0%	94.3%	92.2%	93.2%	93.0%	95.9%
<b>Completed To Date</b>	98.1%	95.7%	97.2%	97.2%	95.6%	88.2%
<b>Target</b>	90.0%	90.0%	90.0%	90.0%	90.0%	90.0%
<b>Pending/Stop The Clock</b>	16.1%	14.0%	14.5%	17.8%	19.0%	14.2%
<b>Applications</b>	161	164	179	107	158	169
<b>Number Overdue</b>	4	8	12	6	8	6

Arising from the analysis and redevelopment of this indicator are downstream service improvements that will be considered including improved follow up on requests for information and referrals, concurrent requests for information at the commencement of applications so that a single planning and building request is made for combined applications and improved allocation processes. Further changes to the customer service provision and pre-lodgement service are being piloted from the week beginning 18 February in an effort to improve the quality of applications, customer outcomes and speed of processing.

## RESPONSE

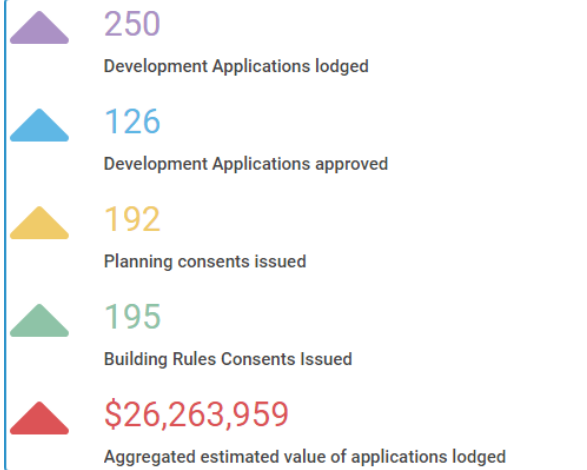
Outlined above.

## Activity Snapshot

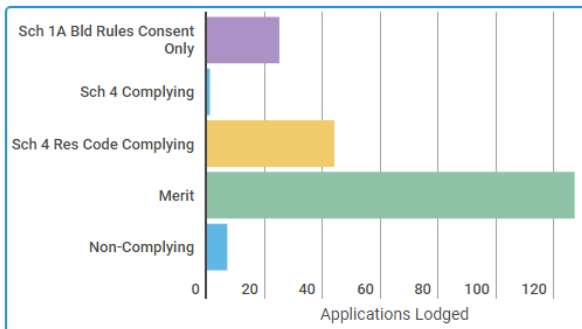


### Development Applications

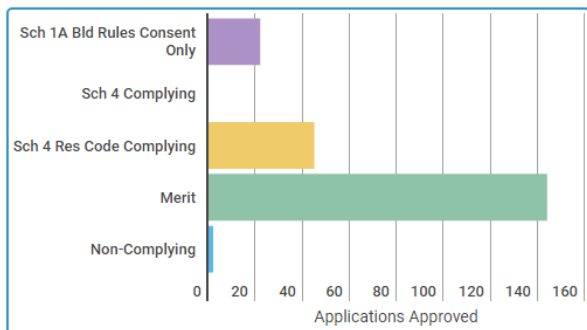
#### Development Applications Activity - Quarter 2



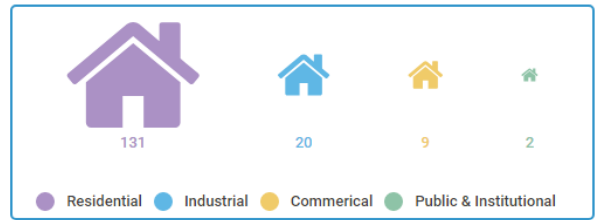
#### Number of Development Applications Lodged by Category - Quarter 2



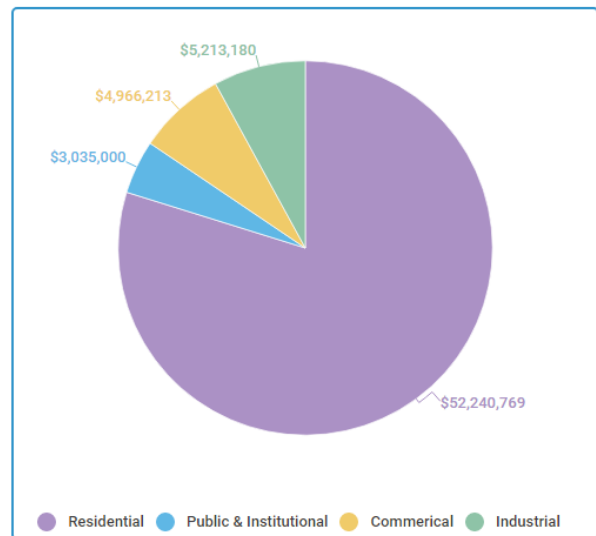
#### Number of Applications Approved by Category - Quarter 2



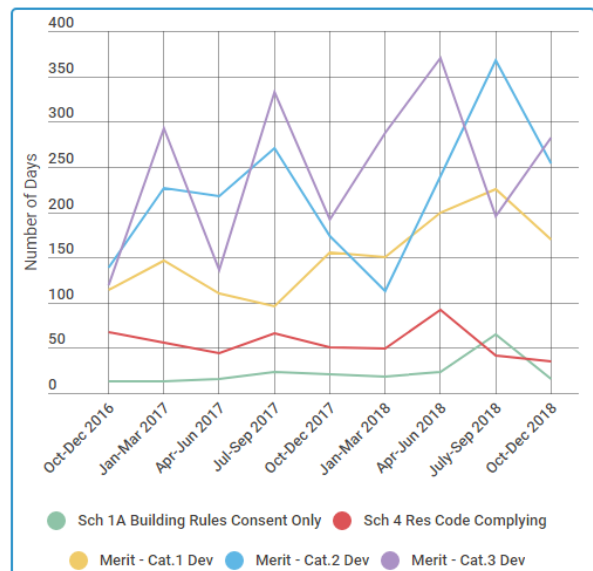
#### Applications Approved Per Development Type - Quarter 2



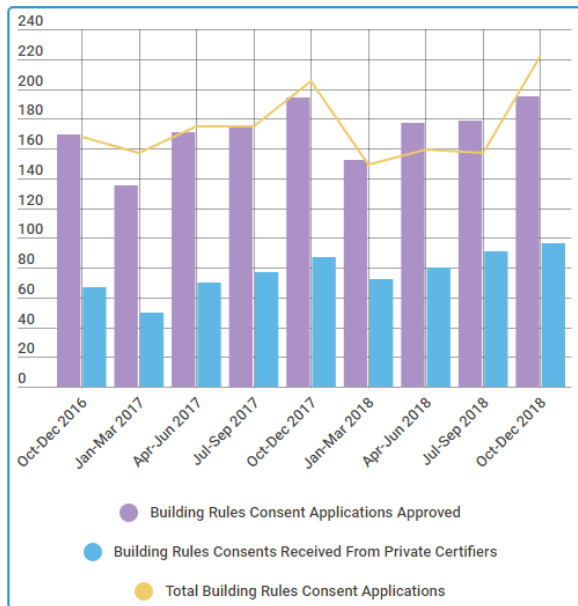
#### Est. Value of Applications Approved Per Development Type - Quarter 2



#### Median Number of Days for Applications to be Approved



## Building Rules Consent Activity



## Percentage of Building Rules Consents Received from Private Certifiers - Quarter 2





## Theme 2 – Community & Culture



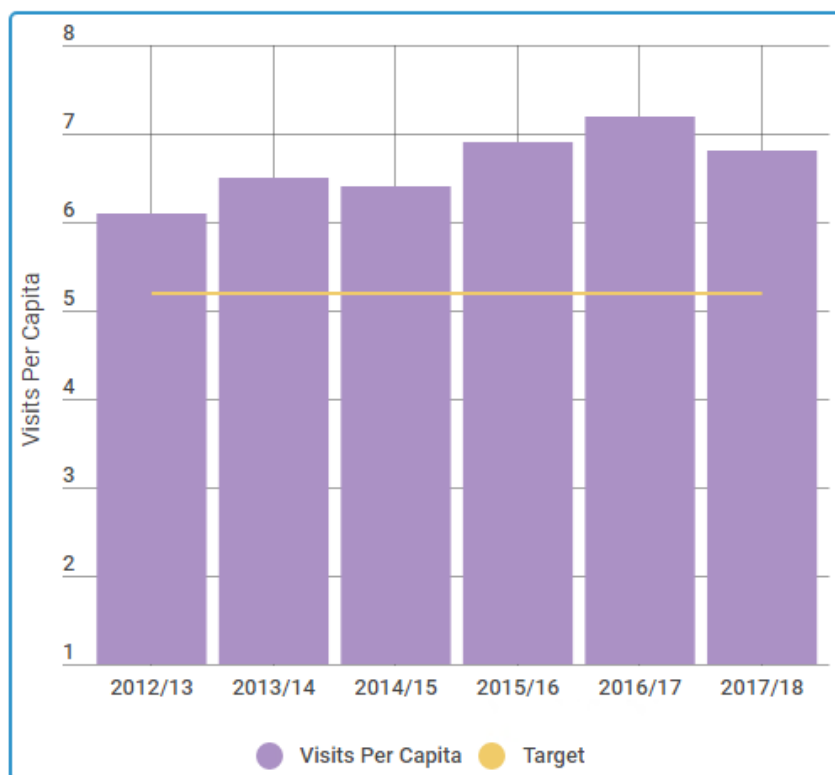
### Library Visits

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

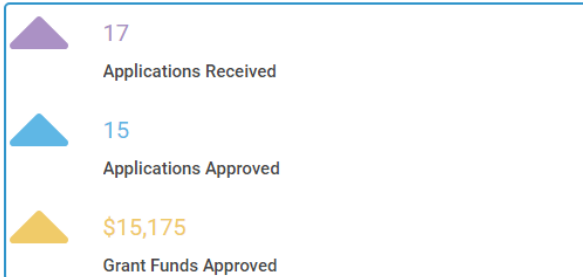
No response required.

## Activity Snapshot

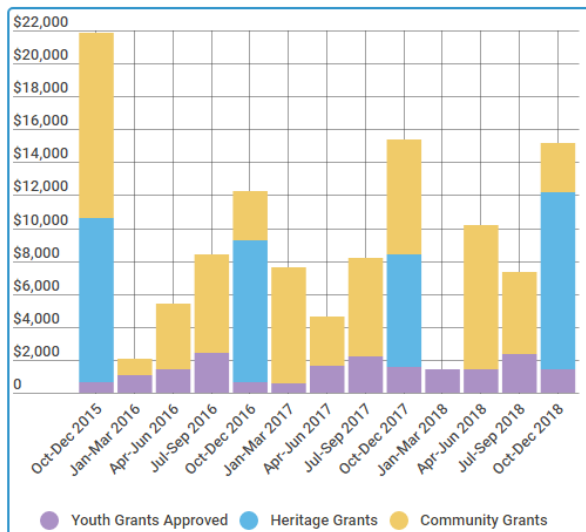


### Community Assistance Grants

#### Grants Activity - Quarter 2 Results

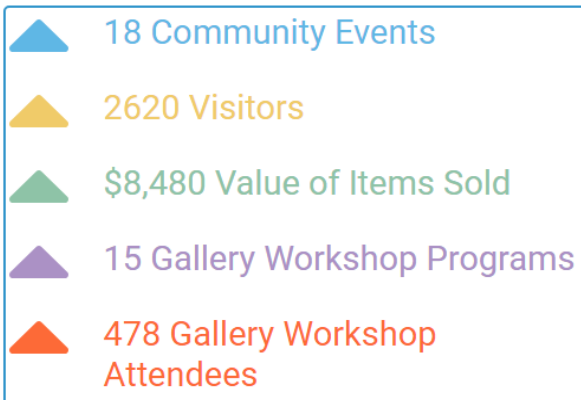


#### Value of Grant Funds Approved

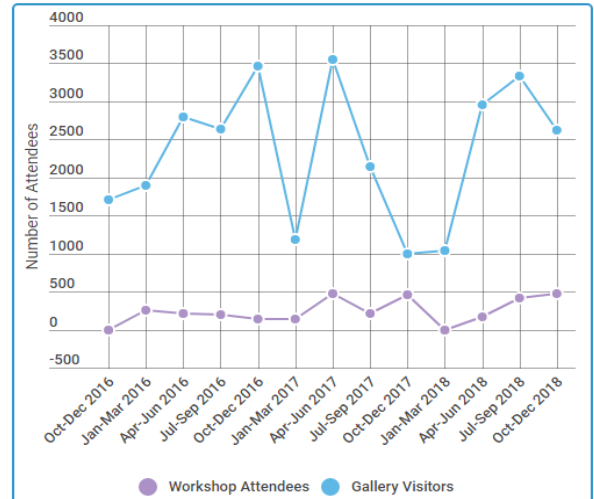


### Regional Gallery

#### Gallery Activity - Quarter 2



### Workshop Attendees & Gallery Visitors

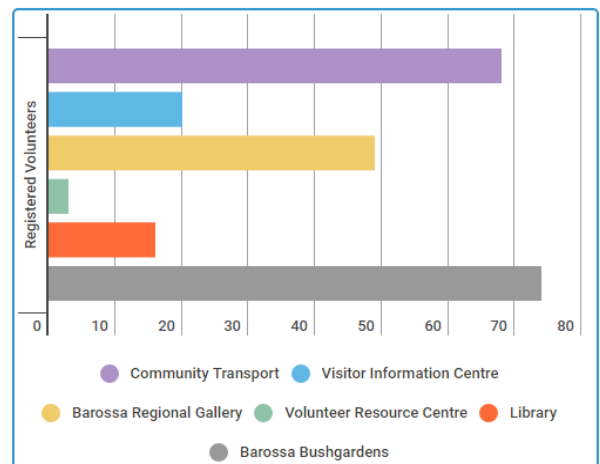


### Volunteer Management

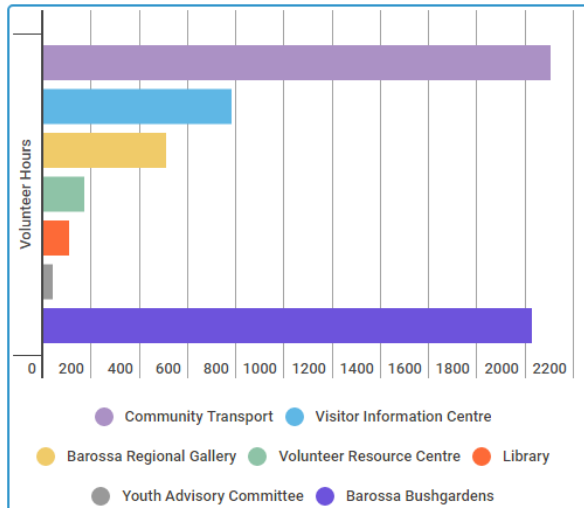
#### Volunteer Activity - Quarter 2



#### Registered Volunteers - As At December 2018



## Volunteer Hours - Quarter 2



\* 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.



## Library Services

### Library Activity - Quarter 2

-  **36,666 Library Visits**  
Compared to 37,932 at the same time in 2017/18
-  **53,599 Items Loaned**  
Compared to 55,700 in 2017/18
-  **6,753 eResource Loans**  
Compared to 6,040 in 2017/18
-  **50,998 Collection Items**  
Compared to 53,963 in 2017/18
-  **8,504 Active Library Members**  
Compared to 8,815 in 2017/18
-  **305 Library Events Held**  
Compared to 171 in 2017/18
-  **2,603 Participants in Library Events**  
Compared to 2,503 in 2017/18



## Theme 3 – Infrastructure



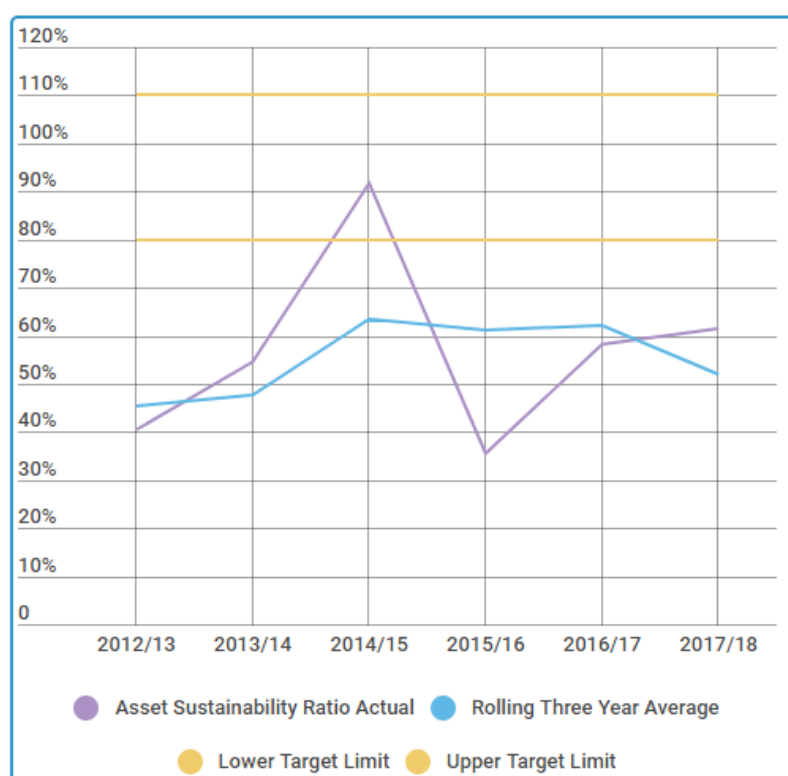
### Asset Sustainability

Ratio of Capital expenditure on renewal or replacement of assets for a period compared to depreciation.

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.

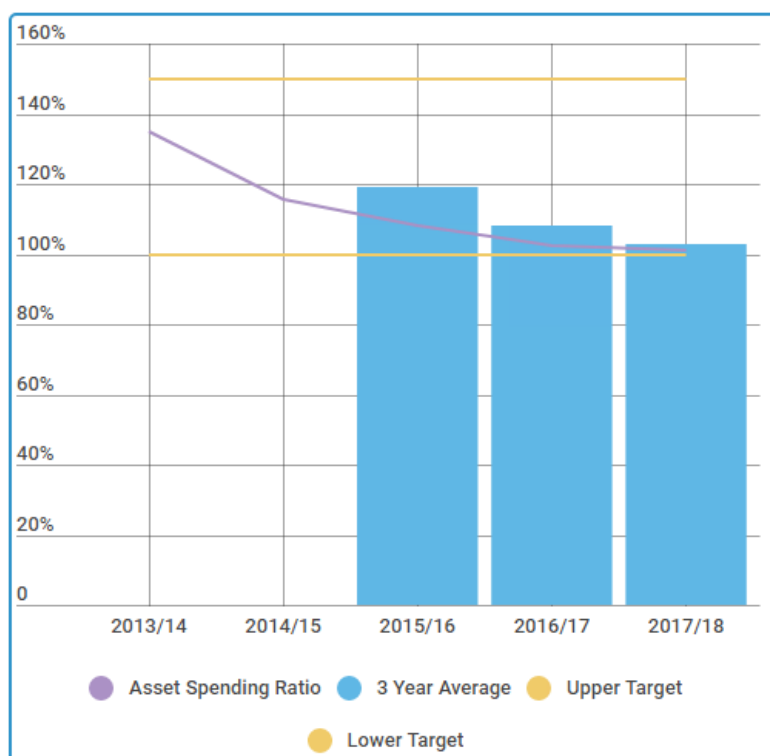
## Asset Spending Ratio

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**

---

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

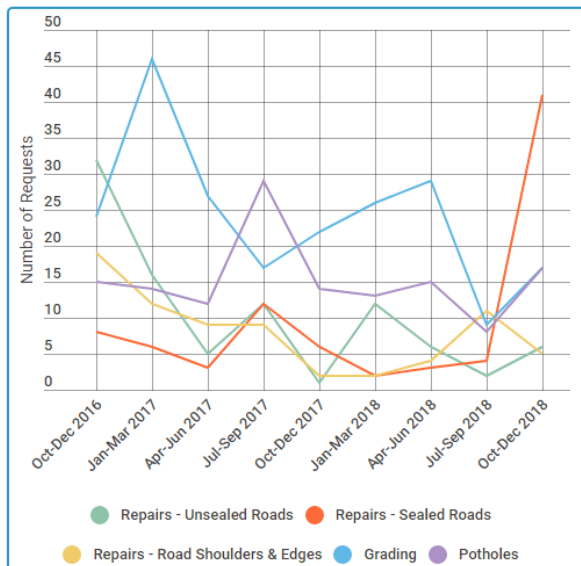


### Traffic, Road & Footpath Management

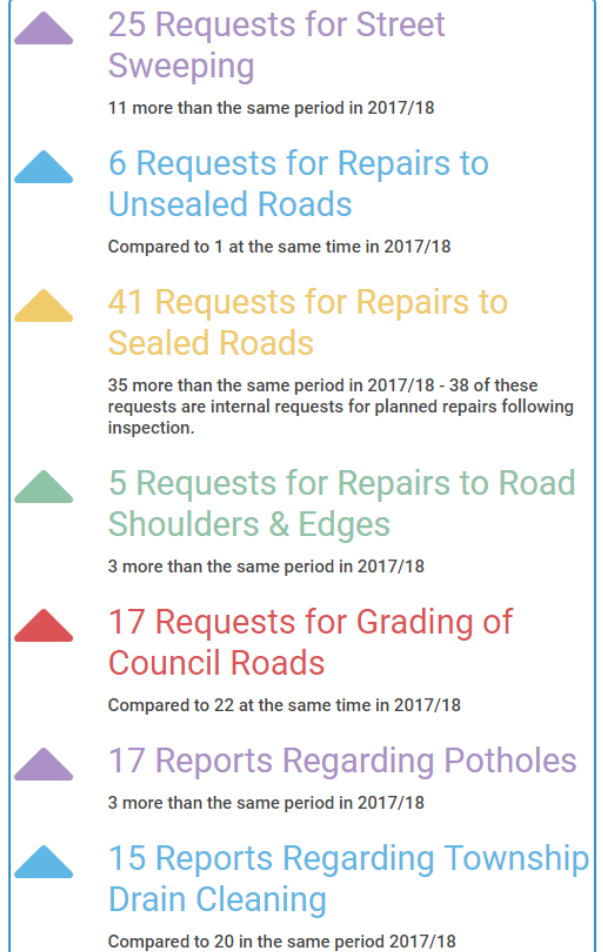
#### Footpath Maintenance Activity - Quarter 2



#### Traffic & Road Management - Customer Requests

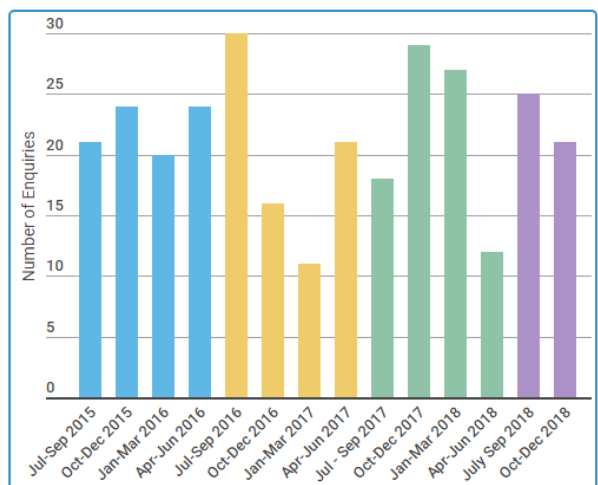


#### Traffic & Road Activity - Quarter 2



### Cemetery Management

#### Cemetery Enquiries





## Parks, Gardens & Reserves Maintenance

Requests for Parks, Gardens & Reserves Maintenance - Quarter 2





## Theme 4 – Health & Wellbeing



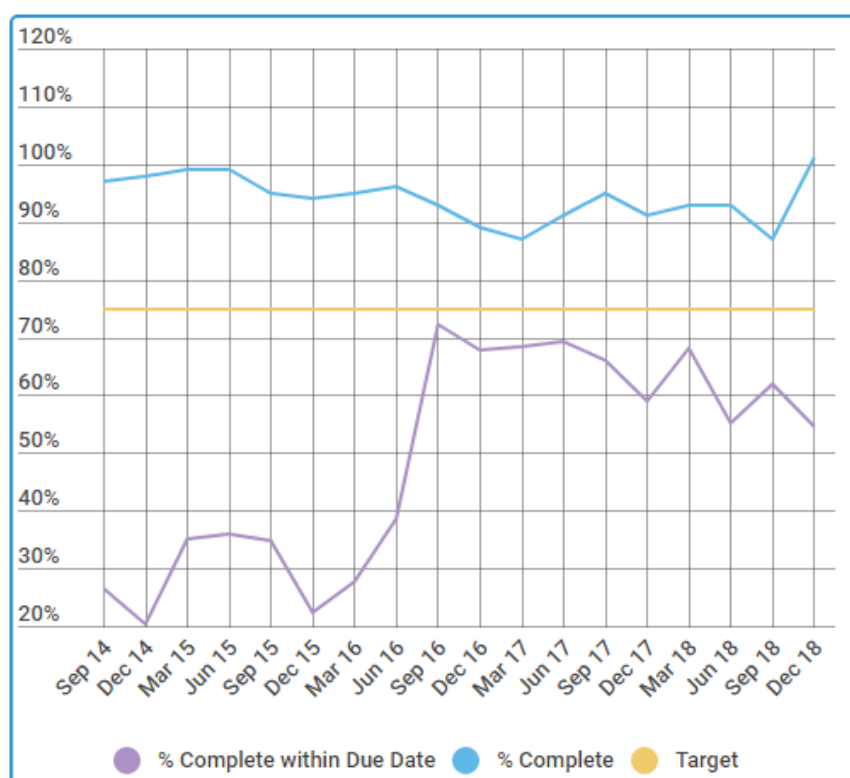
### Nuisance and Environmental Request Resolution Rate

Percentage resolved within due date.

Target not met for Quarter 2.

#### RESULTS

##### Nuisance & Environmental Complaint Resolution



#### INTERPRETATION

During quarter 2 there was a decline in the percentage of nuisance and environmental requests completed within the nominated due date (54.45%), representing a 7.5% reduction compared to the first quarter.

This can be largely attributed Council's annual fire prevention program which commences during Quarter 2 (and concludes early in Quarter 4) and is a significant investment in time and resources. Officers undertake property inspections to increase awareness and reduce flammable vegetation in the lead up to and throughout the Fire Danger Season.

Early in Quarter 2, 282 advanced warning letters were sent out to property owners (based on data obtained in 17/18) reminding property owners to clean up their properties and reduce vegetation in preparation for the fire danger season.

In addition, during the quarter, 985 property inspections were recorded where an action was required. It is estimated that approximately 9500 properties are inspected, often multiple times each.

Of the above:

- 313 properties were identified as having excessive vegetation and an increased risk during the first inspection, resulting in clean up notices being issued;
- 116 of these properties failed to reduce the vegetation within the nominated timeframe of 14 days and were issued follow up notices;
- 276 previously identified properties were deemed satisfactory during the first inspection.

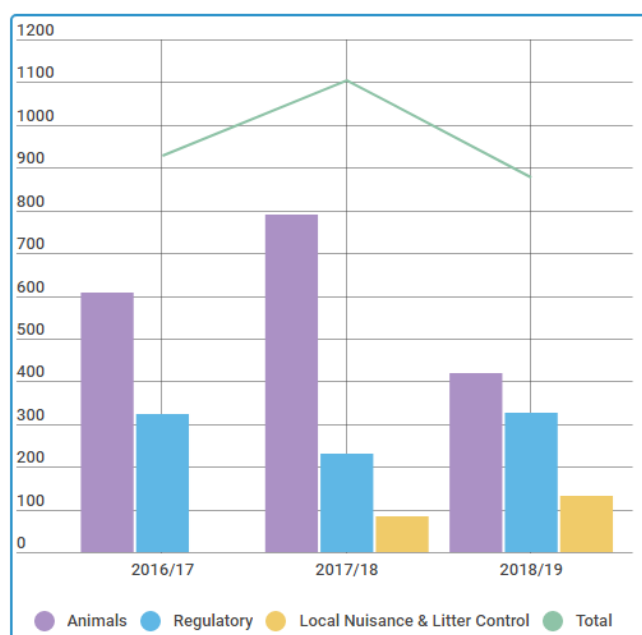
Council's fire prevention officers routinely undertake grassland fuel loading and fuel curing assessments in pre-determined sites across the Council area during the lead up to and during the fire danger season. This data is reported to the SA CFS on a weekly basis during Quarter which is used to determine fire danger ratings, CFS resourcing and overall risk.

Officers are also charged with the responsibility of assessing applications for hot works and solid fuel barbecue permits during the Fire Danger Season. A total of ten Schedule 10 permits were issued to allow such activities to be undertaken on a total fire ban.

In the Nuisance and Litter Control space, during the second quarter, there were a total of 70 requests across the Local Nuisance and Litter Control request types and 133 recorded year to date, compared to 83 year to date in 2017/18 and zero in 2016/17.

Over the second quarter Council data showed an ongoing 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.

Animals, Regulatory & Local Nuisance & Litter Control - YTD Comparison



This reduction relates to a shift in the administrative functions and changes in processes associated with dog management due to the introduction of the Statewide Dogs and

Cats Online (DACO) Database. This enables owners and other agencies to input and update data. DACO continues to draw heavily on Councils administrative resources during its first year, which is difficult to quantify.

The operational aspects of dog and cat management remain constant with 316 requests received YTD for 2018/2019 compared with 320 YTD for 2017/2018.

A total of 30 limited liquor licenses at various events were reviewed and supported during Quarter 2. Of particular interest was the Barossa Beer and Cider Festival, which saw Council implement a temporary dry zone as part of the event management arrangements.

Parking and traffic management continues to be a focus area in line with community demand with 56 requests actioned during Quarter 2.

---

## RESPONSE

---

Whilst DACO remains in its infancy and the development of the system and has been a significant investment. The ongoing management and maintenance continues to draw heavily on resourcing. It is hoped that this will reduce over time as the system matures and the community embraces the online platform.

Officers continue to strive to meet the nominated targets in an often complex and demanding area.

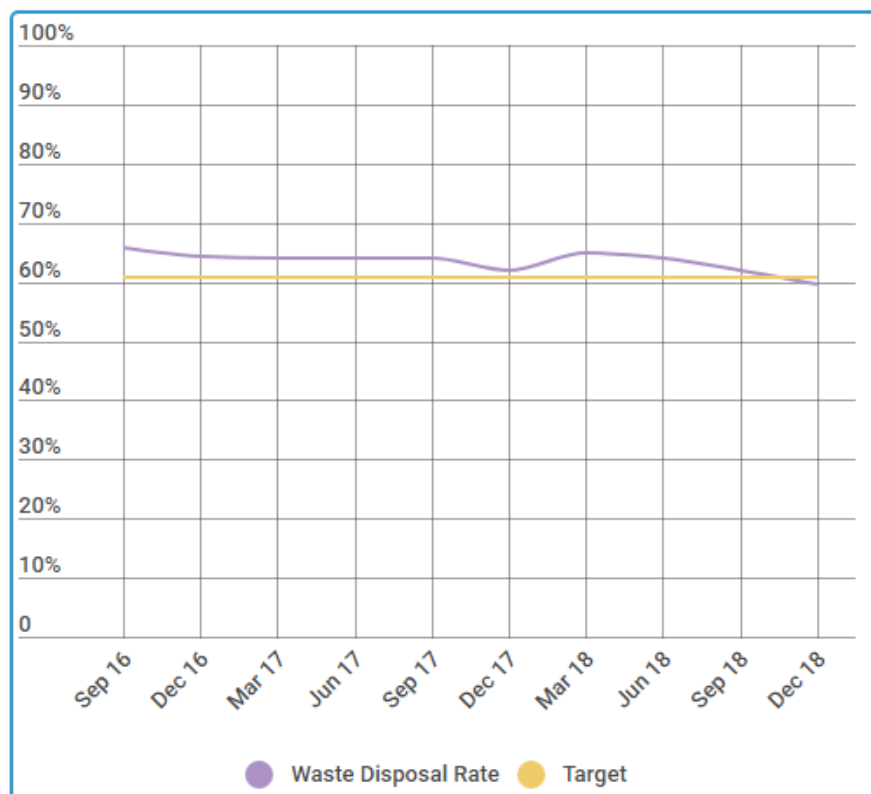
## **Waste Disposal Rate**

Percentage of waste disposed to landfill

*Target of < 60.8% exceeded with a total of 59.7% of waste disposed to landfill during the 2nd Quarter*

### RESULTS

#### Waste Disposal Rate



### INTERPRETATION

During the second quarter for 2018/19, Council recorded a waste to landfill rate of 59.7%, surpassing the target of less than 60.8% waste to landfill.

Year to date, 2,400 tonnes of rubbish (landfill waste) has been collected, representing a reduction of 161 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 half of 2018/19. The new trucks and bins also display the message. As anticipated, this campaign is contributing to a reduction in the amount of waste put to landfill.

During the second quarter Council's part time Waste Management Officer continued to ensure that all licensing, environmental and contractual requirements are adhered to by the Waste Management Contractor and provided a coordinated response to customer issues relating to waste management.

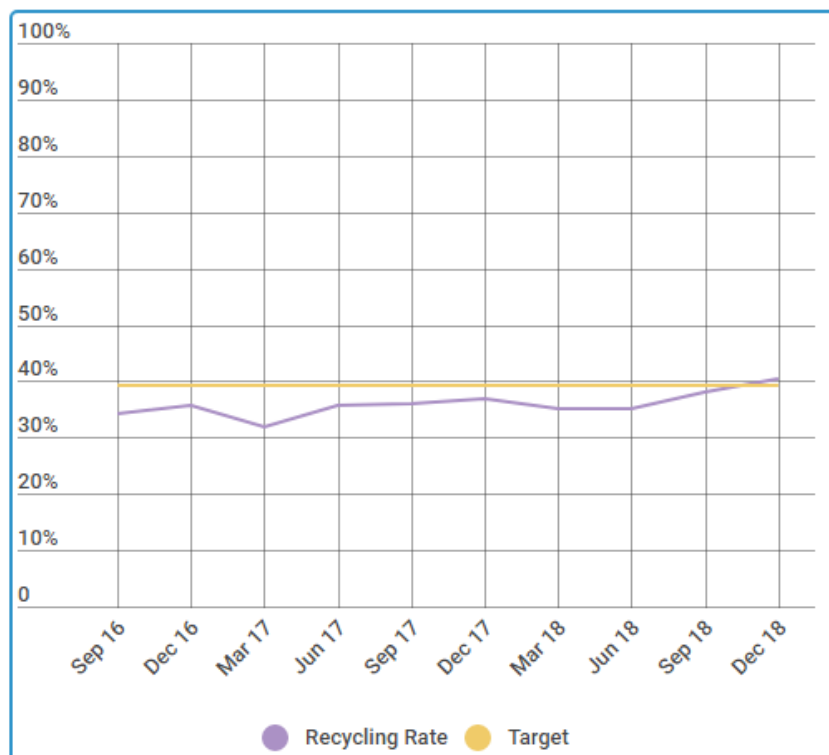
## Recycling Rate

Percentage of waste recycled

*Target of > 39.2% surpassed with 40.3% of waste recycled during Quarter 2*

### 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 second quarter for 2018/19, Council recorded a recycling rate of 40.3% (22.8% yellow lidded waste and 17.5% green waste) which is just 1.2% short of the target.

Year to date, 924 tonnes of yellow lidded recycling and 617 tonnes of green waste has been collected, which represents a slight decrease in recycling and increase in green waste compared to the same period in 2017/18 (yellow – 1,090 and green – 571). Despite little growth in the tonnes of co-mingled recycling compared to the same period in 2017/18, the overall tonnes of waste across all three streams have reduced by 286 tonnes 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.

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 half of 2018/19. The new trucks and bins also display the message. As anticipated, this campaign is contributing to 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.

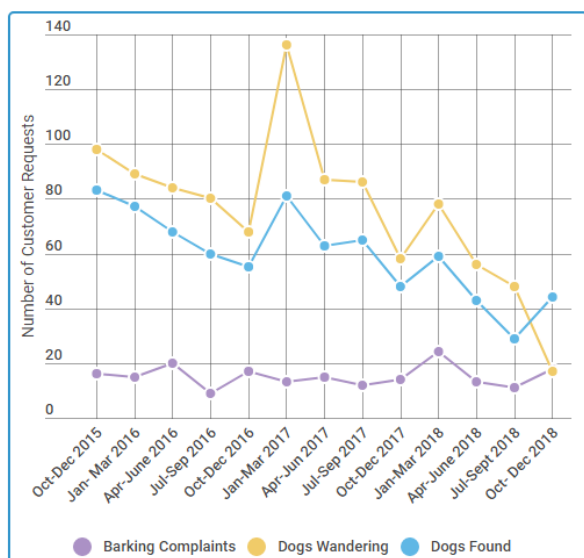
During the second quarter Council's part time Waste Management Officer continued to ensure that all licensing, environmental and contractual requirements are adhered to by the Waste Management Contractor and provided a coordinated response to customer issues relating to waste management.

## Activity Snapshot

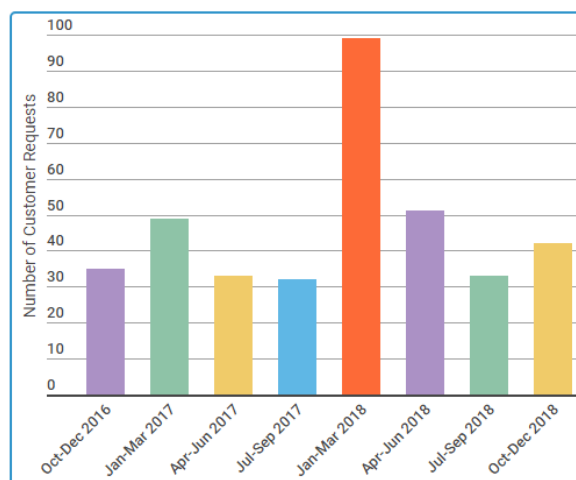


### Animal Management

#### 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.

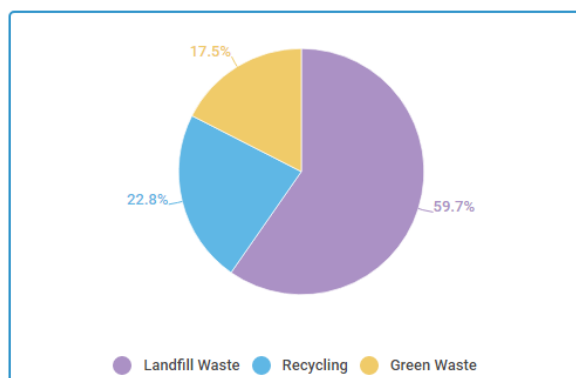


### Waste Management

#### Waste Activity - Quarter 2



#### % of Waste Per Category

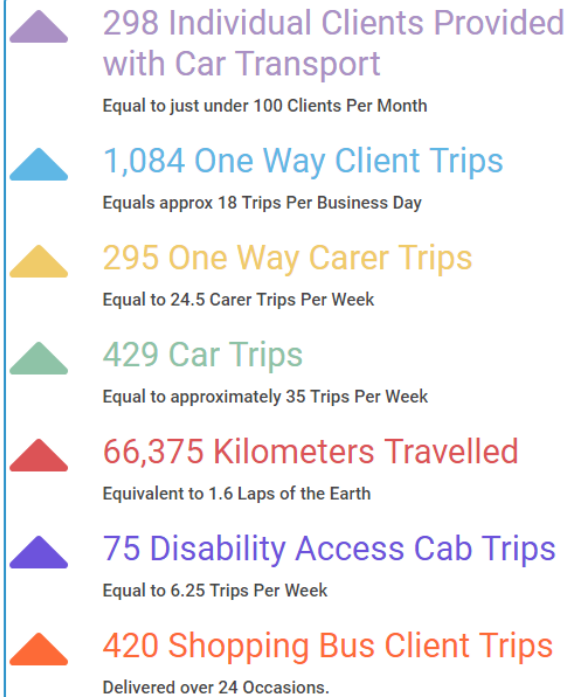


\*Note – overall recycling rate reported on page 26 includes both recycling and green waste as recyclable materials diverted from landfill.

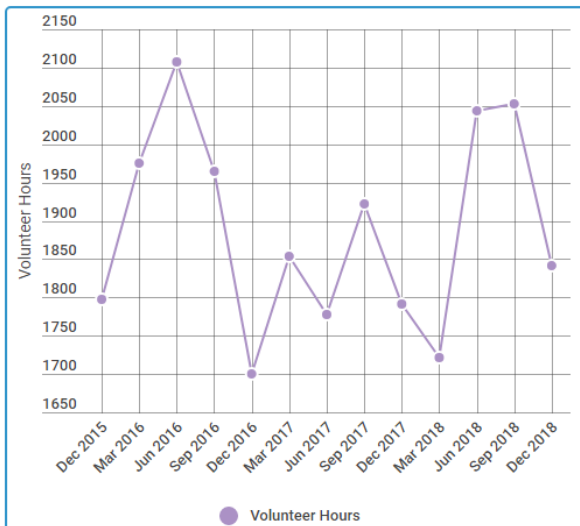


## Community Transport

### Community Transport Activity - Quarter 2



### Community Transport Volunteer Hours



## Home Assist & Social Support

### Quarter 2 Activity

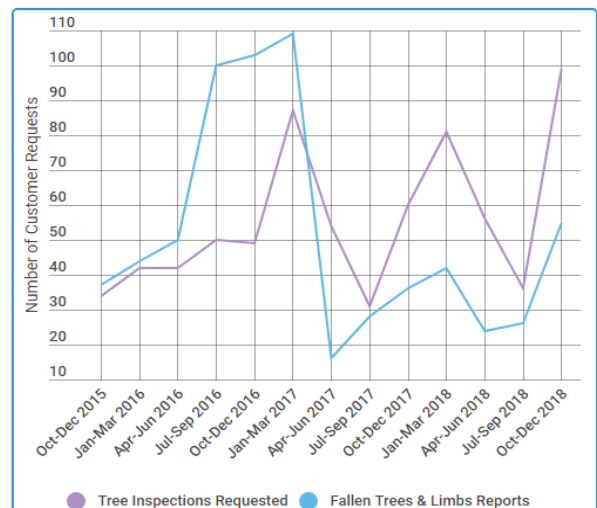


## Tree Management

### Quarter 2 Results



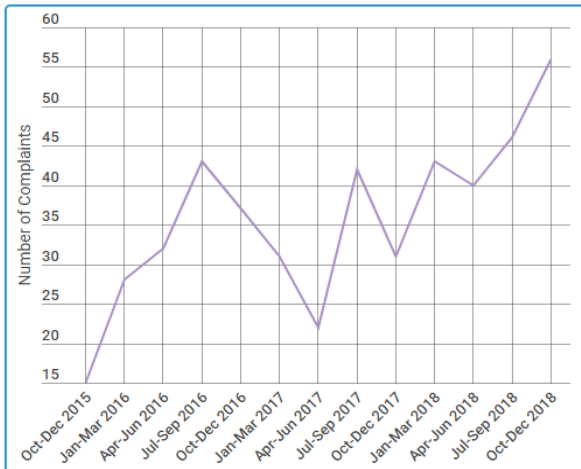
### Tree Management Activity





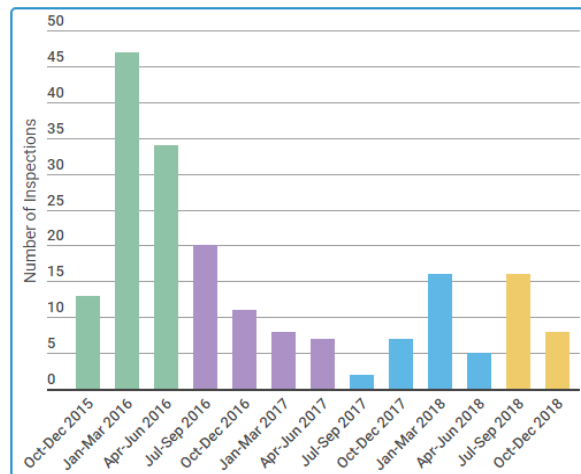
## Parking Complaints

### Parking Complaints



## Pool Safety

### Private Pool Inspections



## Waste Water

### Quarter 2 Result



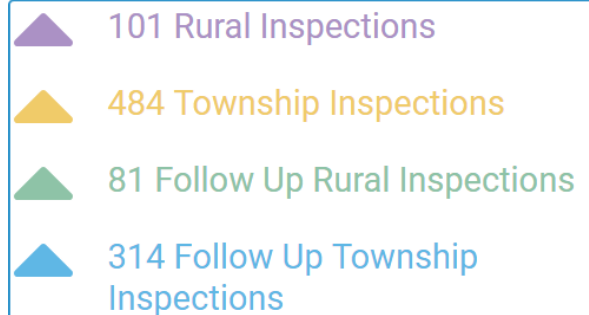
## Health Services

### Quarter 2 Result



## Fuel Reduction Inspections

### Fuel Reduction Inspections - Quarter 2 Activity



Note – the above inspections do not reflect the full number of inspections undertaken – only those property inspections of compliance interest due a previous or current inspection failure are recorded within Council's inspection system.



## Theme 5 – Business & Employment



### Tourism Customer Satisfaction with Visitor Information Services

Average Customer Satisfaction Rating

*Target met for Quarter 2 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 (6 in Quarter 2) compared to the total number of customers served – there were 12,761 visitor enquires during the second 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.



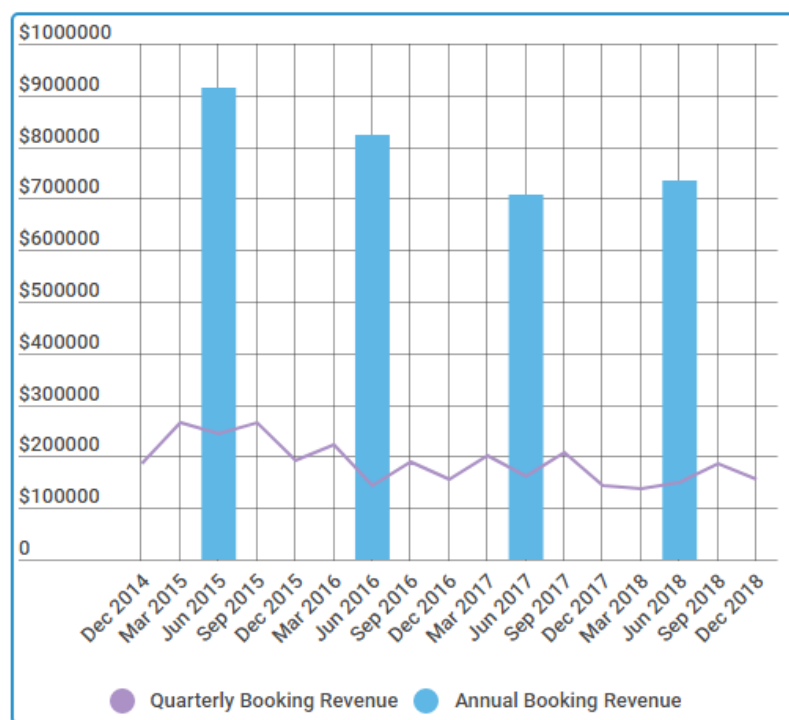
## Visitor Information Centre Bookings

Booking Revenue (Accommodation/Tours/Tickets)

*Quarter 2 revenue collected showed a slight downturn compared to September 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 through 2013-2016. 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 second quarter equaled \$156,612, showing a slight reduction (\$29,291 less) than the first quarter, however still an overall improvement compared to the same period in 2017/18 (\$143,283).

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. The Tourism Services team are currently working with key regional stakeholders on a redevelopment of the Barossa.com to improve overall website performance, usability and booking functionality – particularly on mobile devices.

### RESPONSE

No response required.

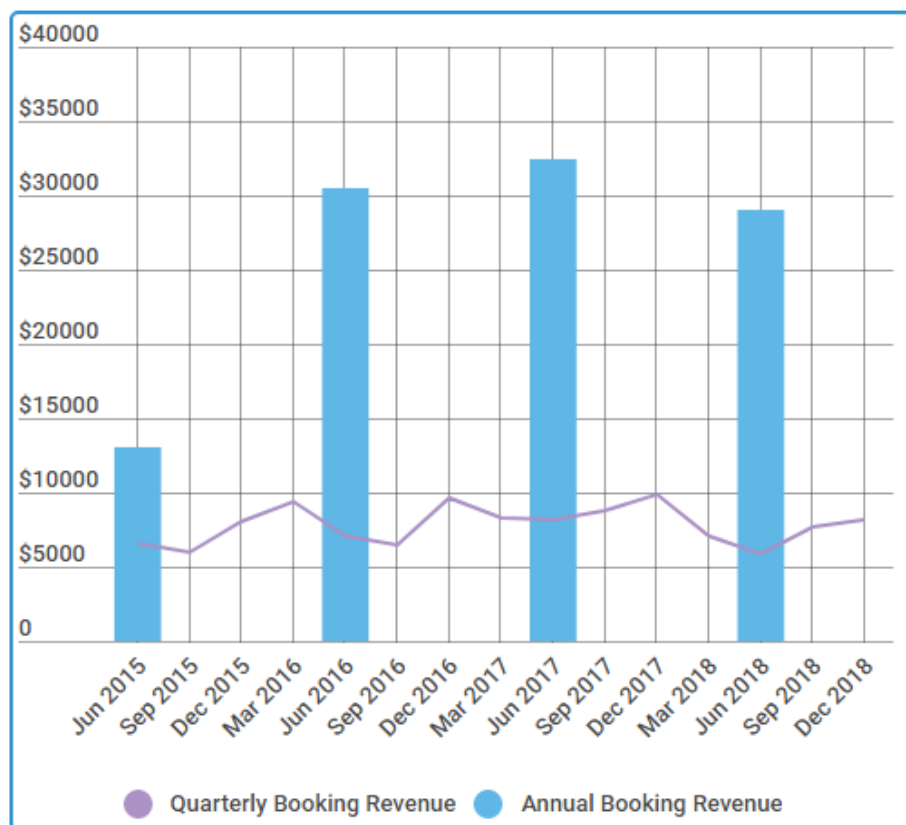
## Cycle Hub – Bike Hire Revenue

### Sales Revenue

The second quarter saw continued growth in revenue compared to June 2018.

### RESULTS

#### Cycle Hub - Bike Hire Revenue



### INTERPRETATION

During Quarter 2 the Cycle Hub recorded \$8,138 in bike hire revenue, the strongest quarterly result for the 2018 calendar year.

Over the second quarter, 110 bikes were hired compared to 123 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

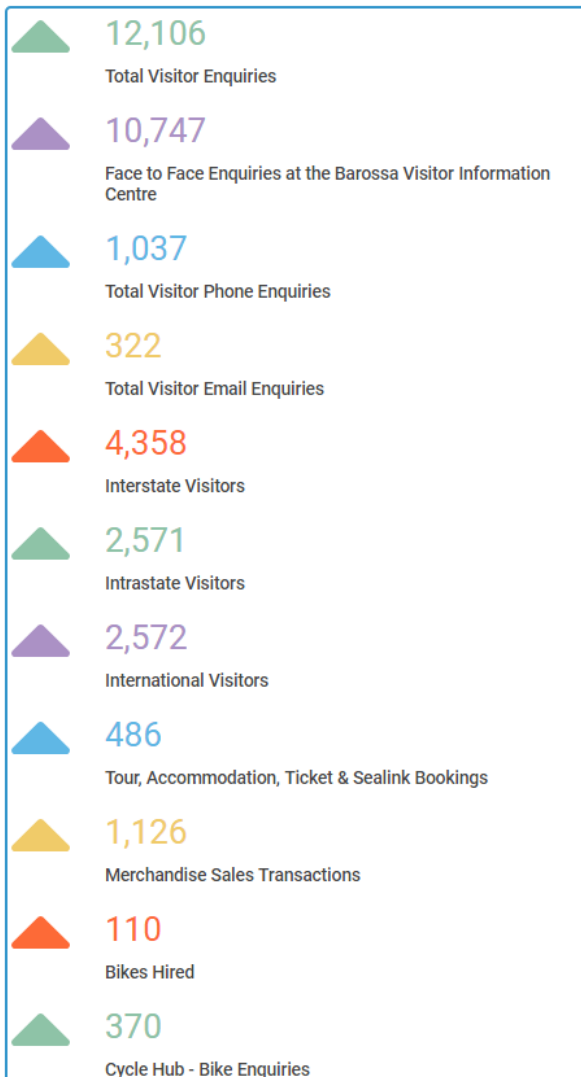
No response required.

## Activity Snapshot

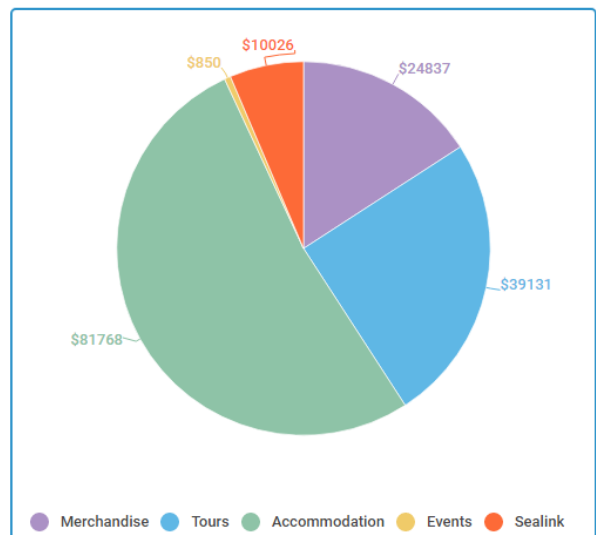


### Visitor Information Centre & Cycle Hub

#### Cycle Hub & Visitor Information Centre Activity - Quarter 2



#### Value of Visitor Information Centre Sales - Quarter 2





## How We Work – Good Governance

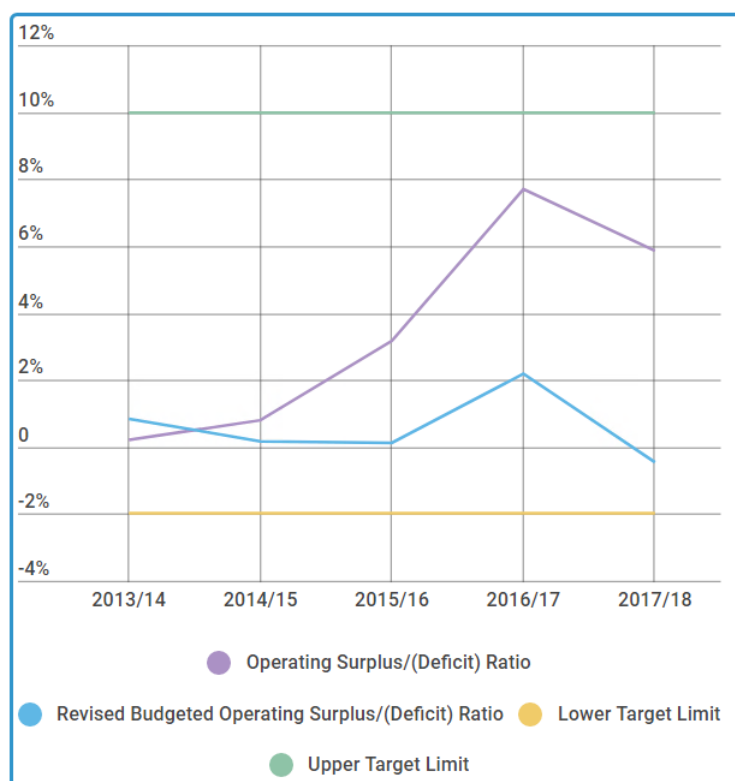
### ↑ Operating Surplus/(Deficit) Ratio

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.

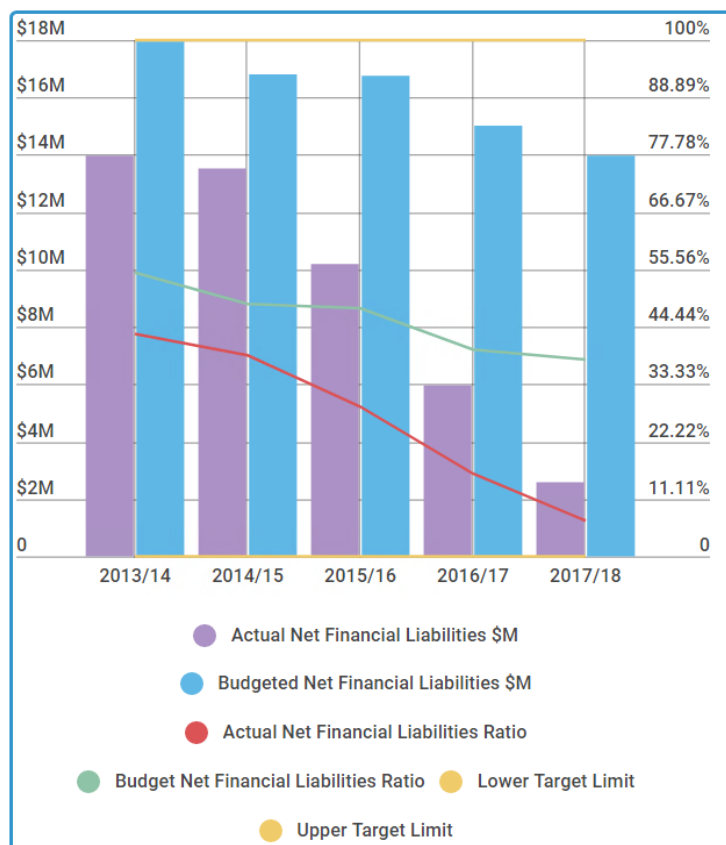
## **Net Financial Liabilities Ratio**

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.



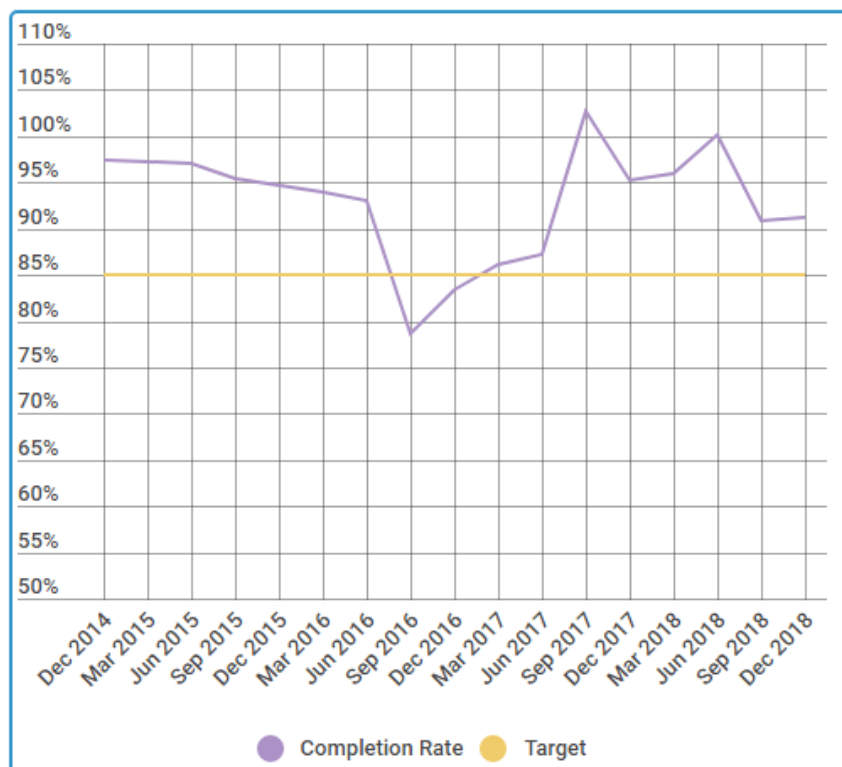
## Customer Request Completion Rate

Percentage of Customer Requests Completed (On Time and Overdue)

*Quarter 2 target exceeded.*

### RESULTS

#### Customer Request Completion Rate



### INTERPRETATION

The second Quarter of 2018/19 saw a 91.17% 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.



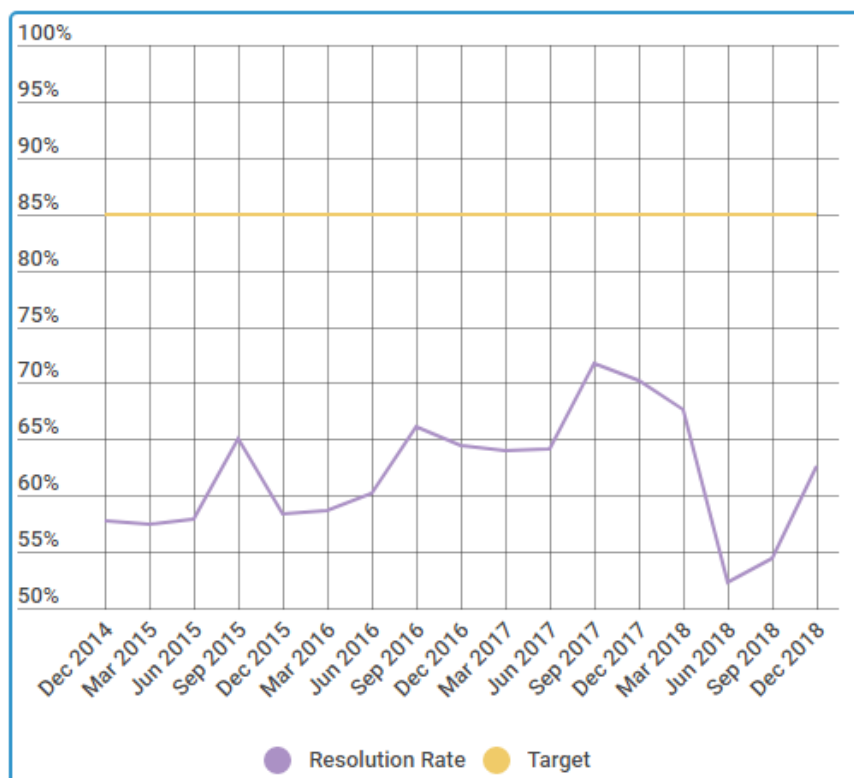
## Customer Request Resolution Rate

Percentage of Customer Requests Resolved on Time

Quarter 2 target not met, however a 8.26% improvement seen compared to Quarter 1.

### RESULTS

#### Customer Request Resolution Rate

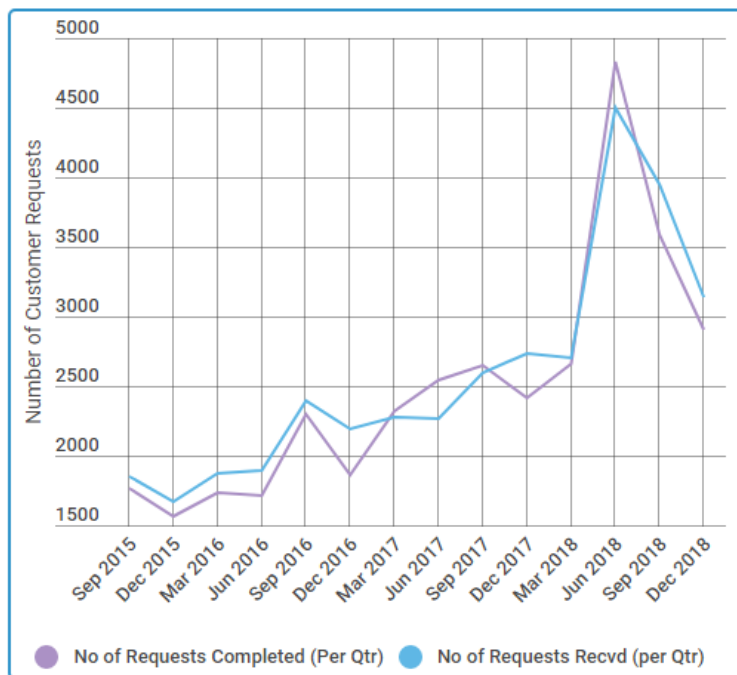


### INTERPRETATION

The targeted resolution rate was not met for the second quarter, with only 62.67 of requests completed by the nominated due date. This result represents an 8.26% improvement compared to the first quarter, however is still less favorable than the same time last year due to the ongoing impact of 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 second quarter continued to be exceptionally high (3,138 requests) compared to the same period in 2017/18 (2,734). A total of 362 requests during the first second quarter related to waste management. The mass influx of waste management requests carried over from the previous quarter had a continuing 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 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.



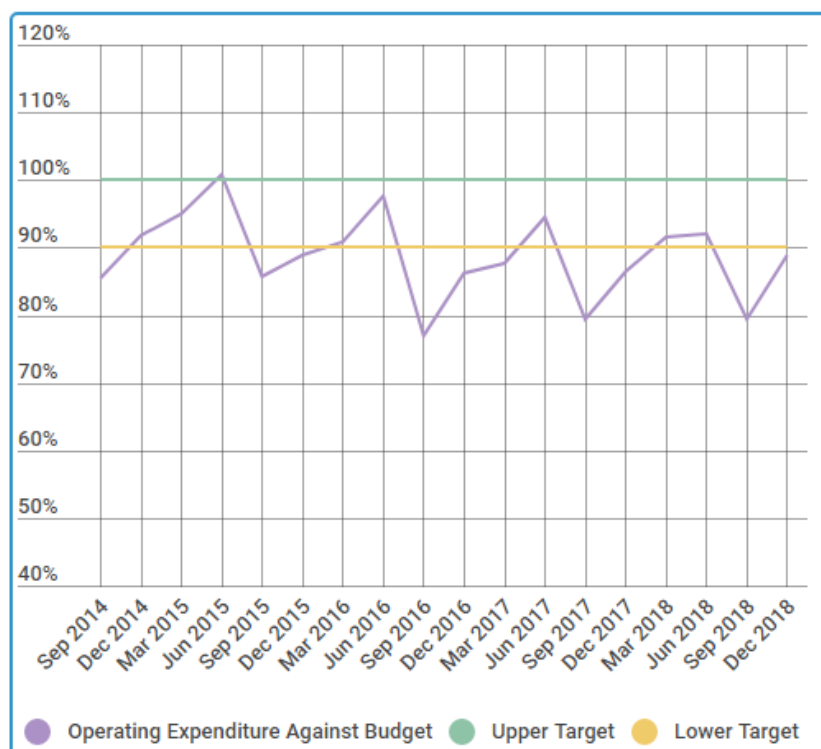
## Operational Expenditure Against Budget

Actual Operating Expenditure as a % of Budgeted Operating Expenditure

Quarter 2 target range not met.

### RESULTS

#### Operating Expenditure Against Budget



\*Note – due to the identification of a data entry error in the result reported for Quarter 1 (19.88%) this figure has been amended to the correct result of 79.3%.

### INTERPRETATION

As at 31 December 2018, 88.77% of the quarterly operational budget had been spent.

The current underspend is reflected across employee costs (due to vacancies, the effect of the ASU EBA and leave loading), contractors and consultants, rubble crushing, transport services and Barossa Visitor Centre/Library modifications. In most cases the current underspend is due to timing of activity and the allocated budget is expected to be fully spent by 30 June 2019.

### RESPONSE

Officers will continue to monitor operational budget and service performance during 2018/19.



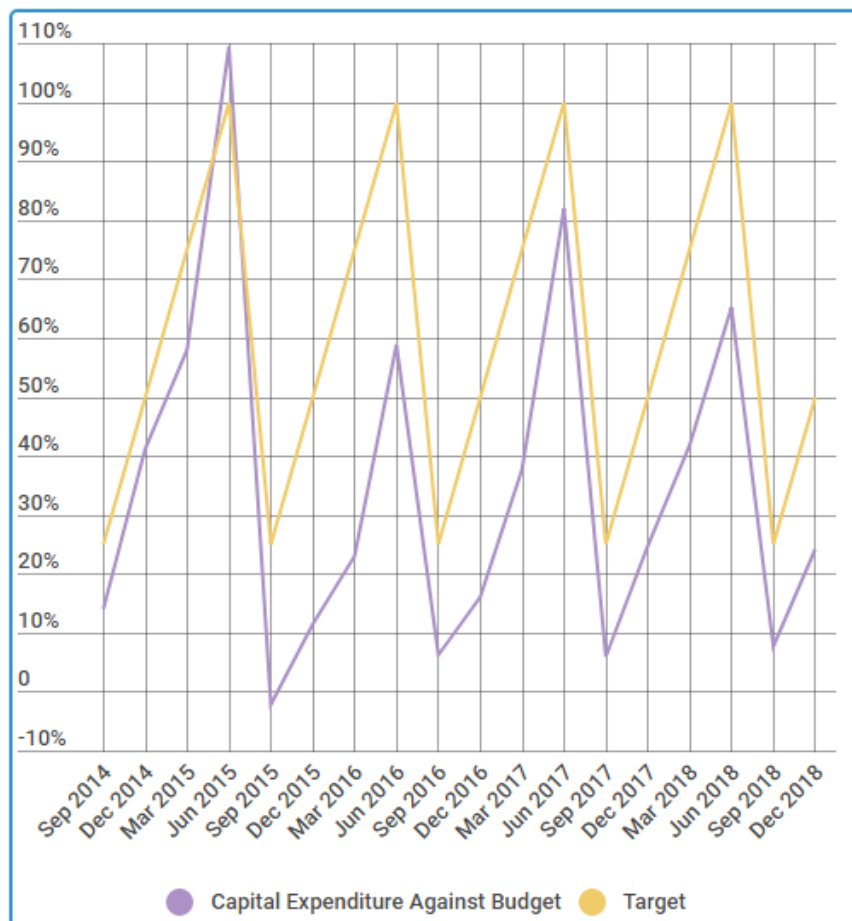
## Capital Expenditure Against Budget

Actual Capital Expenditure as a percentage of Budgeted Capital Expenditure

Quarter 2 target not met.

### RESULTS

#### Capital Expenditure Against Budget



### INTERPRETATION

As at 31 December 2018, 24.08% of the \$24,340,504 capital budget had been spent. The original adopted budgeted for 2018-19 was \$19.4m, however following the quarter 1 budget adjustments was amended to \$24.3m.

As reported following Quarter 1, there is \$3.3M 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 the Quarter 2 adjustments effectively reducing the capital budget.

### RESPONSE

Capital expenditure spend against budget is forecast to improve significantly during Quarter 3 as work is progressed and when the necessary adjustments outlined have been made during Quarter 3 as this will reflect a new, reduced, target spend in the order of \$20.6M

Significant projects that were previously on hold pending external funding have now been given approval to proceed such as the Williamstown QVJP bridge with preliminary work also now commenced on the upgrade of the Carrarra Hill and Stockwell Road intersection, a HVSPP funded project.

A number of other moderate projects will also be completed during Quarter 3 such as region wide shoulder work, Queen Street in Williamstown, Graetz Terrace in Springton and Light Pass Road widening.

A further \$400k will roll over from commitments to actuals as Council takes delivery of new plant and machinery during Quarter 3

Council continues to employ an additional resource to assist with the delivery of the significant works program. Contractors are also mobilising a third works crew to expedite delivery of the Springton Road acceleration upgrade work, a part State Government funded program of work.

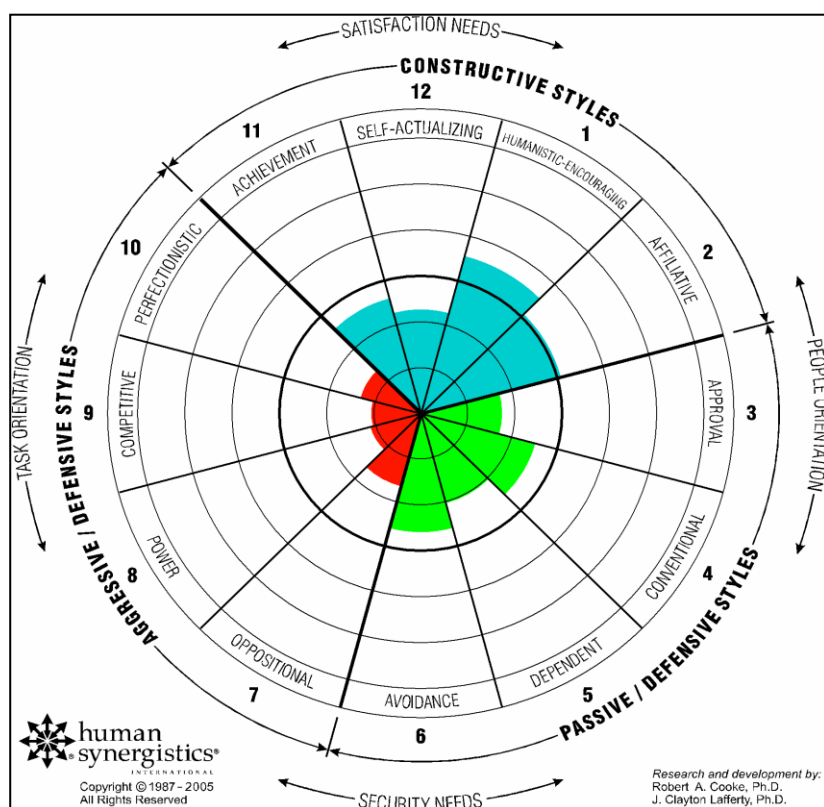


## Organisational Culture Improvement

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.

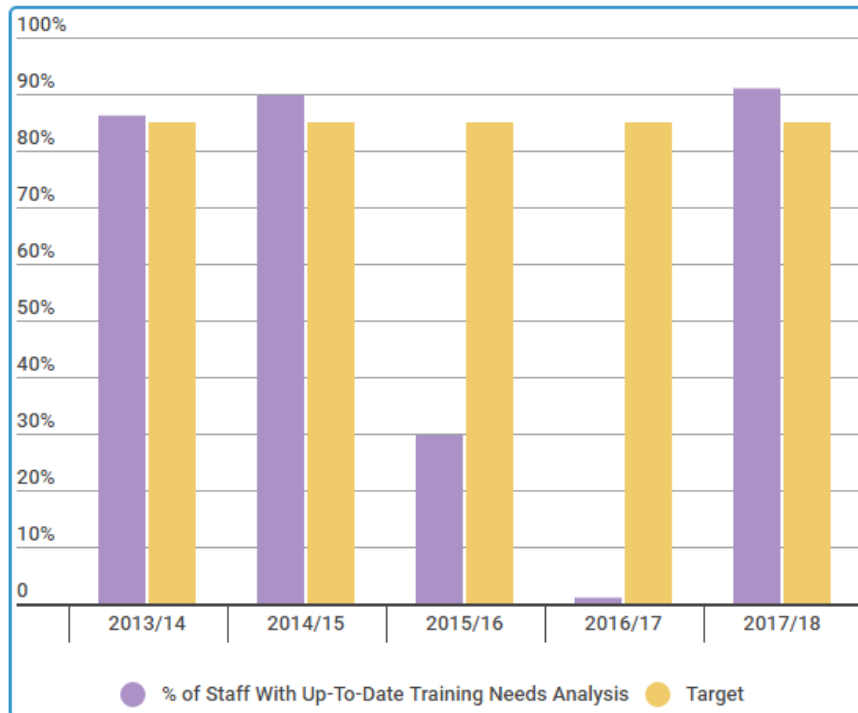
## **Staff Development - Training**

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.



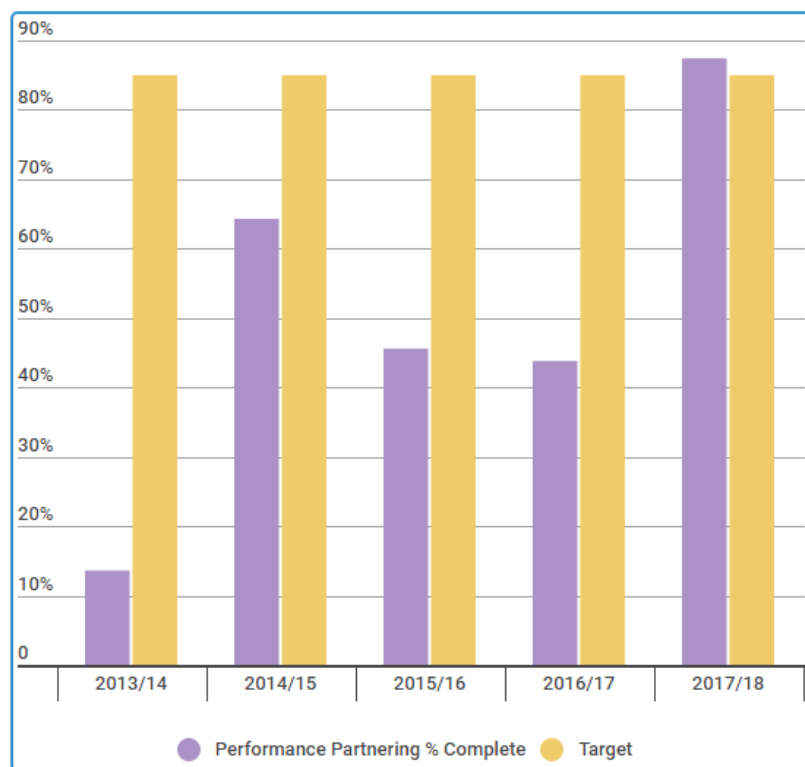
## Staff Development – Performance Partnering

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.



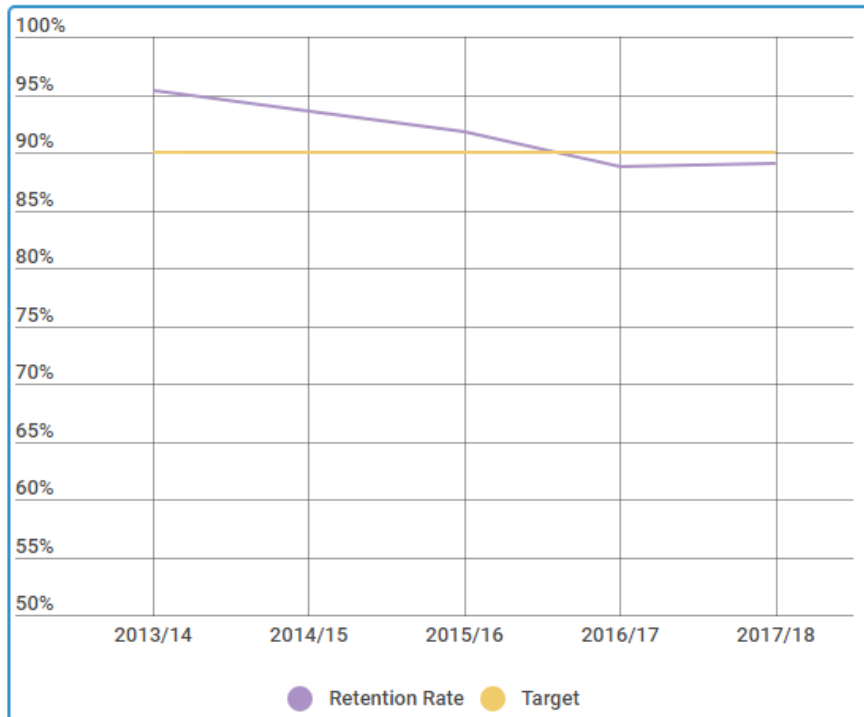
## Staff Retention

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

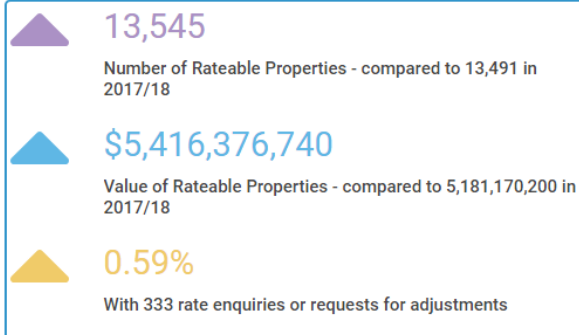
Council continues to support the retention of staff through the development and implementation of contemporary organisational development and human resource management practices.

## Activity Snapshot

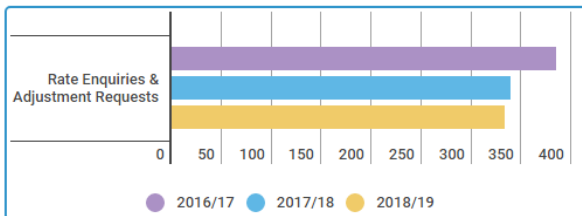


### Rate Management

#### Rate Activity - Quarter 2

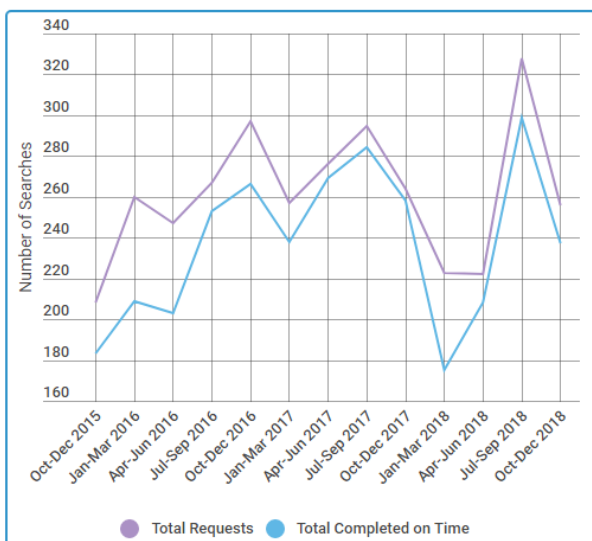


#### Rate Enquiries - Quarter 2

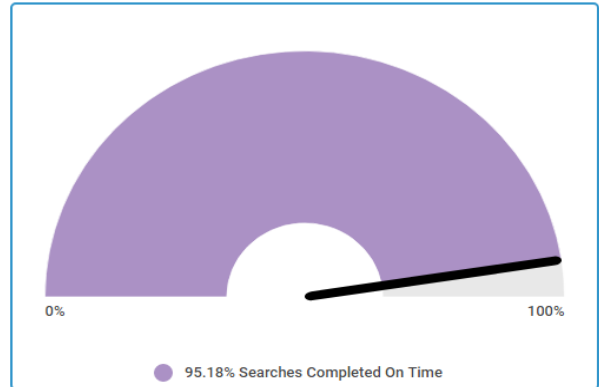


### Local Government Records Searches

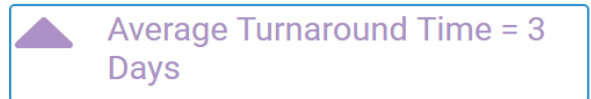
#### Local Government Search Requests Vs Completions



#### Searches Completed on Time

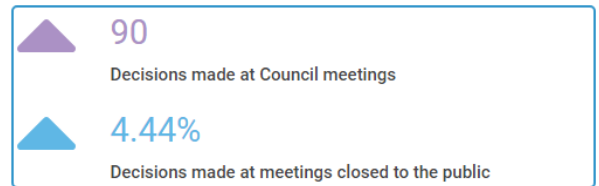


#### Search Process Turnaround Time



### Council Decision Making

#### Council Decisions - Quarter 2

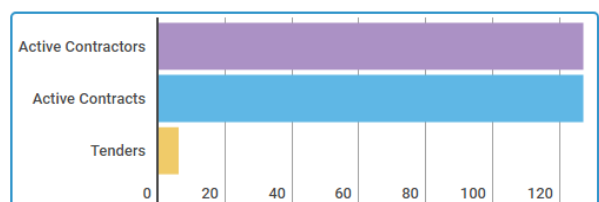


#### Elected Member Attendance - Quarter 2



### Procurement

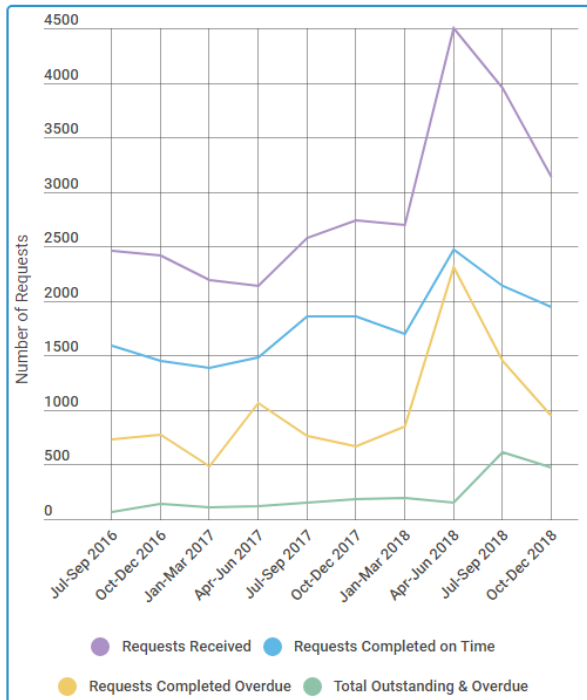
#### Procurement Activity as at 31 December 2018





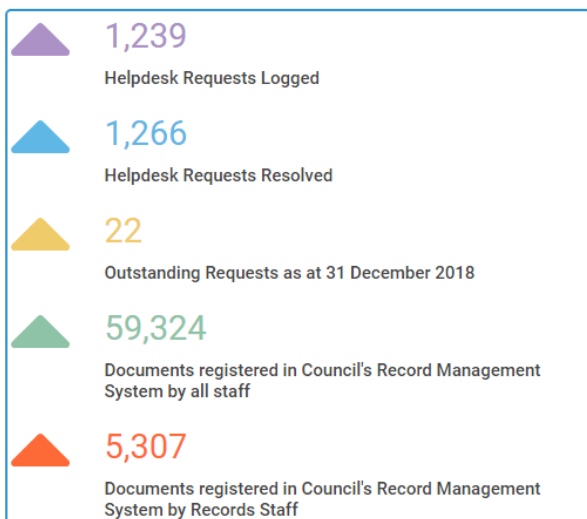
## Customer Requests

### Customer Request Activity

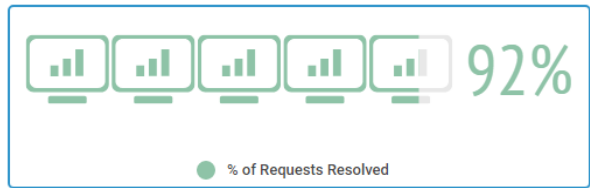


## Knowledge & Technology Services

### Knowledge & Technology - Quarter 2

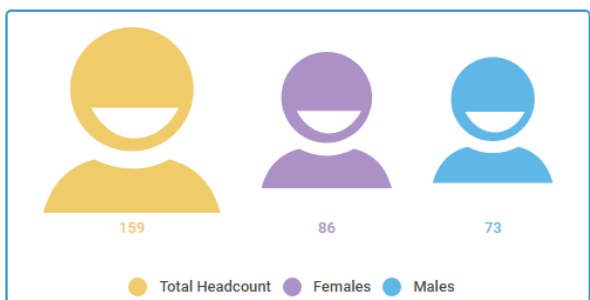


## Help Desk Resolution Rate - Quarter 2



## Human Resources & Payroll

### Workforce Demographics



### HR Activity - Quarter 2



### Payroll Activity - Quarter 2



**COUNCIL**  
**EXECUTIVE SERVICES**  
**FINANCE**  
**19 FEBRUARY 2019**

**7.2.2 DEBATE AGENDA – FINANCE**

**7.2.2.1**

**MONTHLY FINANCE REPORT (AS AT 31 JANUARY 2019)**

**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 31 January 2019 be received and noted.

**REPORT**

Discussion

The Monthly Finance Report (as at 31 January 2019) 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 31 January 2019

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 31 JANUARY 2019  
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	34,630
Less Operating Expenses		51.96%	(37,106)	(37,265)	(19,280)
<b>Operating Surplus / (Deficit)</b>			<b>82</b>	<b>87</b>	<b>15,350</b>
<b>CAPITAL ACTIVITIES:</b>					
<b>Net Outlays on Existing Assets</b>					
			<i>Capital</i>		
Capital Expenditure on Renewal and Replacement of Existing Assets	1)	32.87%	(4,472)	(4,895)	(1,470)
Add back Depreciation, Amortisation & Impairment			7,362	7,362	4,294
Add back Proceeds from Sale of Replaced Assets			346	400	56
<b>Subtotal</b>			<b>3,236</b>	<b>2,867</b>	<b>2,880</b>
<b>Net Outlays on New and Upgraded Assets</b>					
Capital Expenditure on New and Upgraded Assets	1)	36.62%	(14,977)	(19,445)	(5,485)
Add back Amounts Received Specifically for New and Upgraded Assets			3,345	4,920	1,943
Add back Proceeds from Sale of Surplus Assets			389	494	152
<b>Subtotal</b>			<b>(11,243)</b>	<b>(14,031)</b>	<b>(3,390)</b>
<b>Net Lending/(Borrowing) for the Financial Year</b>					
			<b>(7,925)</b>	<b>(11,077)</b>	<b>14,840</b>
<b>Total % Capital Budget Spent</b>		<b>35.76%</b>			

<b>Reconciliation for the movement in Net Lending / (Borrowing)</b>	
<b>Original 2018/19 Full Year Budget Net Lending / (Borrowing)</b>	<b>(7,925)</b>
<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) 2018/19 Capital Expenditure spent to end of January includes:
- Angaston Hall Chairs \$6k
  - Bridges \$2k
  - Budgeting Software \$3k
  - Curdnatta Recreation Park - Oval Irrigation Tank \$16k
  - CWMS \$70k
  - Depot Plant Shed \$39k, Truck \$99k
  - Drainage \$533k
  - Footpaths \$1,341k
  - Mt Pleasant Main Street \$164k
  - Nuriootpa Land Purchase \$714k
  - Nuriootpa Office Airconditioning \$16k
  - Nuriootpa Soldiers Memorial Hall Car Park Sealing \$89k
  - Playground Equipment \$14k
  - Road Resheeting \$543k
  - Sealed Roads \$2,132k
  - Talunga Recreation Park Internal Road \$17k
  - The Big Project - Angaston Railway Precinct \$83k
  - The Big Project - Barossa Culture Hub \$88k
  - The Big Project - Buildings Implementation \$301k
  - The Big Project - Lyndoch Recreation Park \$2k
  - The Big Project - Talunga Park \$4k
  - The Big Project - Tanunda Recreation Park \$6k
  - The Big Project - Williamstown QVJP \$3k
  - Williamstown Hall Airconditioning \$22k
  - Williamstown QVJP Bridge Entrance \$77k, Retaining Wall \$61k
  - Williamstown Skate Park \$13k

**COUNCIL**  
**EXECUTIVE SERVICES**  
**FINANCE**  
**19 FEBRUARY 2019**

**7.2.2 DEBATE AGENDA – FINANCE**

**7.2.2.2**

**MID – YEAR BUDGET REVIEW (AS AT 31 DECEMBER 2018)**

**B7181**

Author: Senior Accountant

**PURPOSE**

The Mid-year Budget Review for 2018/19 (as at 31 December 2018) is attached for Council consideration and adoption of budget variations.

**RECOMMENDATION**

That the Mid-year Budget Review for 2018/19 (as at 31 December 2018) be received and the budget variations including reserve transfers contained therein be adopted.

**REPORT**

Discussion

The report provides information as to the financial position of Council, containing budget update reports which include: Executive Summary, Uniform Presentation of Finances, Key Performance Indicators, Summary of Operating Budget Variance Adjustments, Summary of Capital Budget Variance Adjustments and the Financial Statements.

The proposed variances between the original budget and this budget update are listed on the operating and capital budget adjustment pages. The report also includes details of new initiatives and capital expenditure adjustments.

**ATTACHMENTS OR OTHER SUPPORTING REFERENCES**

Attachment 1: Mid-year Budget Review 2018/19 (as at 31 December 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 Act 1999 Sect 123 (13)

Local Government (Financial Management) Regulations 2011 Regulation 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. 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.

### **COMMUNITY CONSULTATION**

Community Consultation was part of the original budget adoption process in June 2018, as per legislation. This report is available on Council's website.



# Annual Budget and Business Plan 2018/19

## Mid-year Budget Review

As at 31 December 2018

### Budget Update Report

Executive Summary	2
Uniform Presentation of Finances	4
Key Performance Indicators	5
Summary of Operating Budget Variance Adjustments	6
Summary of Capital Budget Variance Adjustments	13
Statement of Comprehensive Income	15
Statement of Financial Position	16
Statement of Changes in Equity	17
Statement of Cash Flows	18

### Annual Business Plan Report

Operating Result – The Barossa Council	19
Subsidiary Result – Nuriootpa Centennial Park Authority (NCPA)	19
Functional Reporting Operating Expenditure	20
Capital Works Program	21

# Executive Summary

This report is a Mid-year Budget Review as at 31 December 2018 for the 2018/19 financial year pursuant to Regulations 7, 9 and 10 of the Local Government (Financial Management) Regulations 2011 under the Act. Unless otherwise indicated figures shown are for the 2018/19 financial year and the variance report comparison is actual to original budget.

The proposed Revised Budget adjustments include a number of 'one-off' variations shown as Favourable (F) or Unfavourable (U). Only larger variances are highlighted below. For further details and information on the note numbers refer to variance adjustments on pages 6-14 within this report.

- (1-7) Reduction in Rate Rebates \$4k (F); Rates Legal Costs recovered \$8k (F); School Immunisation Program Fees \$43k (F); Increase in Grants Commission Income \$173k (F); Increase in Interest income and Bonus Interest \$25k (F); Library Shared Services reimburse income \$26k (F); Increase Procurement Shared Services reimburse income \$9k (F); Vehicle insurance claim \$23k (F); Barossa Bushgardens donations \$15k (F); Refund received in respect of defective trailer \$8k (F); Adjust Workcover and Income Protection insurance refund to actuals \$12k (F); Insurance Scheme bonus payment \$46k (F). Net \$408k (F).
- (8-11) Reallocate Capital budget to Engineering Staff salaries for Flood Wall scope of works \$47k (U); Increase Upper Torrens Management Plan Project Officer salary \$32k (U); Salary increases from salary reviews \$16k (U); Barossa Bushgardens salary increase \$15k (U); Waste Management Officer salary increase (funded from Reserve) \$8k (U); Increase in Library Staff salaries due to secondment \$26k (U); Increase Collaborative Officer salary for Social Inclusion program \$38k (U); Barossa Regional Gallery increased salary costs (funded from Reserve) \$32k (U); Increase Procurement Shared Services salary costs due to secondment \$9k (U); Adjustment to Elected Members Allowances \$4k (U); Nuriootpa Swimming Pool increased maintenance costs \$30k (U); School Immunisation program expenditure \$43k (U); Increase Rates Legal costs \$8k (U); Social Support unspent grant funding to be repaid \$26k (U); Lease fee for Williamstown Queen Victoria Jubilee Park car park \$3k (U); Original cost of defective trailer \$7k (U). Net \$317k (U).
- (12-13) Increase for Kalimna Road CWMS trench rehabilitation (part funded from Reserve and part from budget reallocation) \$163k (U); Road Resheet budget reallocated to Road Seal Budget \$20k (F); Road Resheet budget reallocated to Footpath Upgrade Budget \$20k (F); Road Reseal budget reallocated to Nuriootpa Soldiers Memorial Hall Car Park sealing \$20k (F); Tanunda to Gawler Bike Path budget reallocated to new bike path at Atze Parade \$20k (F); Williamstown Queen Victoria Jubilee Park Retaining Wall budget reallocated to Netball Warm Up Area \$14k (F); Reduction in asset sale proceeds \$17k (U). Net \$80k (F).
- (14-15) Road Resheet budget reallocated to Road Seal Budget \$20k (U); Road Resheet budget reallocated to Footpath Upgrade Budget \$20k (U); Road Reseal budget reallocated to Nuriootpa Soldiers Memorial Hall Car Park sealing \$20k (U); Tanunda to Gawler Bike Path budget reallocated to new bike path at Atze Parade \$20k (U); Williamstown Queen Victoria Jubilee Park Retaining Wall budget reallocated to Netball Warm Up Area \$14k (U); Williamstown Queen Victoria Jubilee Park Bridge budget reallocated to Kalimna Road CWMS trench rehabilitation \$24k (F); Flood Wall budget reallocated to Engineering Staff salaries \$47k (F); Increase Angaston Railway Building restoration budget \$72k (U); Tanunda Waste Water Treatment Plant project carried forward to 2019/20 \$719k (F); Remove The Big Project Phase One Implementation budget \$3,195k (F); Remove The Big Project Grant income budget \$3,011k (U). Net \$798k (F).

# Executive Summary (continued)

## Long Term Financial Plan (LTFP) - Review

Since the adoption of the Budget, Council has made decisions on projects that have material financial implications not only for the 2018/19 year (these are included within the yearly budget wherever possible) but also may effect the longer term. In some cases not all information is available for these projects and not included in the budget review. The following list is a summary of these types of projects:

- ❖ A review of the Council's Asset condition, useful and remaining lives to more accurately reflect the actual service needs and consumption of the assets will continue. It is expected that Council's understanding and management of this important function could potentially improve the operating result in the Long term Financial Plan (LTFP). Selected asset types are made of two components mainly within the transport asset class. The second component being a long life asset. In many cases these are not replaced when the upper layer or component is replaced at appropriate intervals providing protection over the whole asset condition and useful life. Previous practice was not to depreciate these second components. In conjunction with the asset revaluation and condition assessment processes, recognition of the long life component has been done in 2017/18. This resulted in an increase to the depreciation charge; this increase will be considered in the third budget update and the next annual review of the LTFP.
- ❖ Angaston Railway Precinct was successful in receiving grant funding support of over \$1m for this significant project. A majority of the capital expenditure and matching grant funding received has been carried forward into 2018/19.
- ❖ Council approved the commencement of "The Big Project" (TBP) and the Tanunda Recreation Park project is a part of this. The Council report approving the masterplan(s) required a review of the LTFP to ensure financial sustainability together with financial modelling for the TBP. This budget review includes the removal of \$3.2m from capital expenditure and \$3m from capital income as a result of the unsuccessful grant application.
- ❖ As required in Council's Prudential Management Policy and the appropriate level of due diligence there is a full assessment underway for all of The Big Project(s).
- ❖ The new waste, recycling and green services contract revised service charges and levels affecting the forward years service cost and service charges. These calculations form part of the budget 2018/19 and annual review of the LTFP. During 2018/19 the full service numbers and disposal rates will be assessed to the budget estimates.

## Uniform Presentation of Finances

for the year ending 30 June 2019

The following is a high level summary of both operating and capital investment activities of the Council prepared in a uniform and consistent basis. All Councils in South Australia voluntarily have agreed to summarise annual budgets and long term financial plans on the same basis. The arrangement ensures that all Councils provide a common 'core' of financial information, which enables meaningful comparisons of each Council's finances.

		Original Full Year Budget	Actuals as at 31 Dec 2018	*Full year Revised Budget in Last Update	Budget Adjustments Quarter 2	Proposed Full Year Revised Budget (RB)
	Budget Adjustment Notes	(\$'000)	(\$'000)	(\$'000)	(\$'000)	(\$'000)
Income	1-7	37,188	34,123	37,352	408	37,760
Less Expenses	8-11	(37,106)	(16,671)	(37,265)	(317)	(37,582)
<b>Operating Surplus / (Deficit)</b>		<b>82</b>	<b>17,452</b>	<b>87</b>	<b>91</b>	<b>178</b>
<b>Less Net Outlays on Existing Assets</b>						
Capital Expenditure on Renewal and Replacement of Existing Assets	12	(4,472)	(1,225)	(4,895)	(63)	(4,958)
add back Depreciation, Amortisation and Impairment	10	7,362	3,681	7,362	0	7,362
add back Proceeds from Sale of Replaced Assets	13	346	59	400	(17)	383
		<b>3,236</b>	<b>2,515</b>	<b>2,867</b>	<b>(80)</b>	<b>2,787</b>
<b>Less Net Outlays on New and Upgraded Assets</b>						
Capital Expenditure on New and Upgraded Assets	14	(14,977)	(4,618)	(19,445)	3,806	(15,639)
add back Amounts Received Specifically for New and Upgraded Assets	15	3,345	1,893	3,544	(3,008)	536
add back Proceeds from Sale of Surplus Assets	16	389	115	494	0	494
		<b>(11,243)</b>	<b>(2,610)</b>	<b>(15,407)</b>	<b>798</b>	<b>(14,609)</b>
<b>Net Lending / (Borrowing) for Financial Year</b>		<b>(7,925)</b>	<b>17,357</b>	<b>(12,453)</b>	<b>809</b>	<b>(11,644)</b>

\*Full Year Revised Budget is the First Quarter Budget Review for the year, adopted by Council at the November 2018 meeting.

## Uniform Presentation of Finances

<b>Funding Source for the movement in Net Lending / (Borrowing)</b>	<b>(\$'000)</b>
<b>Original Full year Budget Net Lending / (Borrowing)</b>	<b>(7,925)</b>
Carried Forward Budget Adjustments – Report on Financial Results Funds were held for these projects in cash and investments at 30 June 2018	(3,079)
Other Budget Adjustments - September Budget Update. Funds required for these items will decrease Councils cash and investments. This amount includes amendments approved at the Council meetings held July and November 2018; refer to information on Budget Variance Adjustments within this report	(1,449)
Budget Adjustments - December Mid-year Budget Review. Funds required for these items will increase Council's cash and investments	809
<b>Proposed Full-year Revised Budget - Net Lending / (Borrowing)</b>	<b>(11,644)</b>

# Key Performance Indicators (KPI)

Key Performance Indicators (KPI)		Original Budget 30 June 2019	Mid-year Budget Review 30 June 2019
Operating Surplus / (Deficit) (\$'000)		82	178
Target	To achieve an operating breakeven position, or better, over any five year period.		
Notes	Operating Surplus increased as a result of favorable adjustments from this review		
Operating Surplus Ratio		0.2%	0.5%
Target	To achieve an operating surplus ratio of between -2% to 10.		
Notes	The adopted LTFP 3 year average for this ratio was 3.1%. This budget update projects the annual result within the target range of (2%) to 10%, using the last 2 years actuals 2017 at 7.7% and 2018 at 5.9% and this Budget update 2018 is 0.5% the three average is 4.7%.		
Net Financial Liabilities (\$'000)		14,308	12,870
Target	Council's level of net financial liabilities is no greater than its annual operating revenue and not less than zero.		
Notes	Decrease to net liabilities as a result of cash holdings being slightly higher than when Council had adopted its 2018/19 original budget (refer also to carry forward expenditure not spent).		
Net Financial Liabilities Ratio		38.5%	34.1%
Target	Net financial liabilities ratio is greater than zero but less than 100% of total operating revenue.		
Notes	This ratio has decreased; refer to the comments in the Net Financial Liabilities indicator above.		
Interest Cover Ratio		1.7%	1.5%
Target	Net interest is greater than 0% and less than 8% of operating revenue.		
Notes	Minimal change on this ratio, due to increased interest in Cash and Cash Equivalents (refer Notes 1-7 for further details).		
Asset Funding Renewal Ratio		69%	83%
Target	Capital outlays on renewing/replacing assets net of proceeds from sale of replaced assets is greater than 80% but less than 110% of Infrastructure Asset Management Plans (previously Depreciation) over a rolling 3 year period, the ratio shown above is for the current year only.		
Notes	Expenditure on Renewal & Replacement Assets has decreased as a result of averaging 3 years and the ratio for the three years: 2016/17 actual 58%, 2017/18 actual 61% and 2018/19 Revised Forecast 83%, over a three rolling period this is 67%. The annual budget ratio was expected to be 69% this has increased to 83% as a result of the Carried Forwards.		
A substantial amount of 'Upgraded' asset work completed each year are 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.			

Summary of Operating Budget Variance Adjustments

Business Unit	Type of Adjustment	Adjustment Title	Reason for Budget Adjustment	Adjustment \$ Favourable/ (Unfavourable)	Sub Total per type \$	Reserve \$ From/(To)	Net
		<b>Operating Adjustments</b>					
Executive	Addition to income	Rates Revenue - General	Pro rata rates for assessment	1,329			1,329
Executive	Reduction to expenditure	Rate Rebates - Valuation Reductions	Reduction in rebates	3,000			3,000
Executive	Reduction to expenditure	Rate Rebates - Mandatory Rebates	Reduction in rebates	702			702
Executive	Addition to income	Rates Legal and Other Costs Recovered	Budget increase, offset by expenditure	8,000			8,000
		<b>Rates</b>	<b>Note 1</b>		<b>13,031</b>		
DES	Addition to income	Licences - Operating on Council Land	Trending higher than anticipated	1,000			1,000
DES	Addition to income	Expiation Revenue	Trending higher than anticipated	1,000			1,000
		<b>Statutory Charges</b>	<b>Note 2</b>		<b>2,000</b>		
DES	Addition to income	School immunisation Program - Immunisation Fees	Income from SA Health for implementation of Meningococcal B vaccine for all year 10 students. Faith Lutheran College and Nuriootpa High School.	43,000			43,000
CCS	Addition to income	Barossa Visitors Information Centre - Participation Agreement Income	Received more agreements from outside Barossa Council than expected	2,800			2,800
		<b>User Charges</b>	<b>Note 3</b>		<b>45,800</b>		
CCS	Addition to income	Grants Commission Income 2018/19	Grants Commission income 2018/19 - adjustment to actuals - General purpose	79,516			79,516
WES	Addition to income	Grants Commission Income 2018/19	Grants Commission income 2018/19 - adjustment to actuals - Roads and Supplementary Roads	93,263			93,263
CCS	Addition to income	Operating Grant Actual Adjustment	Actual grant funds received more than budget	1,861			1,861
		<b>Grants, Subsidies and Contributions</b>	<b>Note 4</b>		<b>174,640</b>		
CCS	Addition to income	Interest Earned - Local Government Finance Authority	Recognise bonus interest received	10,000			10,000
CCS	Addition to income	Interest Earned - Bank	Increased level of investments expected to result in increased level of interest receivable	14,871			14,871
		<b>Investment Income</b>	<b>Note 5</b>		<b>24,871</b>		
Executive	Addition to income	Procurement Shared Services - Reimburse Income	Increase in income from Barossa Regional Procurement Group in respect of extension of project officer secondment to Adelaide Plains Council	8,656			8,656
CCS	Addition to income	Library Services Reimburse Income	Reimbursement for secondment to Public Library Services	14,970			14,970
CCS	Addition to income	Library Services Reimburse Income	Reimbursement for staff costs for Tech Savvy Seniors from Public Library Services	10,780			10,780
		<b>Reimbursements</b>	<b>Note 6</b>		<b>34,406</b>		
CCS	Addition to income	Library Vehicle - Recoupments - Insurance Claims	Recognise vehicle insurance claim received	23,136			23,136
CCS	Reduction to income	Upper Torrens Land Management Plan - Native Grass Trials contribution income	Upper Torrens Land Management Plan - Native Grass - trials contribution income - adjust budget to actuals	(320)			(320)
DES	Addition to income	Rotary Contribution - Barossa Bushgardens Open Space Grant	Contribution from Rotary Club for Open Space Grant - Barossa Bushgardens	1,500			1,500
CCS	Transfer	Regional Cycle Trail - Contributions	Budget reallocation to new project number	0			0
DES	Addition to income	Barossa Bushgardens Friends of Barossa Bushgardens Donations	Increase in Income due to donation from Friends of Barossa Bushgardens	15,000			15,000
CCS	Addition to income	Process Payroll Other Income - Commission	Recognise payroll deductions commission	350			350
WES	Addition to income	LiteTow trailer refund	Recognise funds refunded from LiteTow trailer for defective trailer	7,800			7,800
Executive	Addition to income	Other Income - Workcover	Income - Workcover adjustment to actuals refund for 2017/18	1,316			1,316
Executive	Addition to income	Other Income - Workcover	Income - Workcover adjustment to actuals refund for 2017/18	271			271
Executive	Addition to income	Other Income - Workcover	Income - Workcover adjustment to actuals refund for 2017/18	285			285
Executive	Addition to income	Other Income - Income Protection	Income Protection insurance adjustment to actuals refund for 2017/18	1,152			1,152
Executive	Addition to income	Other Income - Income Protection	Income Protection insurance adjustment to actuals refund for 2017/18	842			842
Executive	Addition to income	Other Income - Income Protection	Income Protection insurance adjustment to actuals refund for 2017/18	888			888
Executive	Addition to income	Other Income - Income Protection	Income Protection insurance adjustment to actuals refund for 2017/18	1,402			1,402
Executive	Addition to income	Other Income - Income Protection	Income Protection insurance adjustment to actuals refund for 2017/18	6,319			6,319
Executive	Addition to income	Executive Services - Other Income	Adjust for credit regarding duplicated invoice	1,550			1,550
Executive	Addition to income	Elected Member Allowance - Other Income	Increase reimbursement budget to align with actuals	290			290
Executive	Addition to income	Maintain Insurance Policies - Other Income	Recognise revenue from scheme bonus payments above budget	46,250			46,250
DES	Addition to income	Beer and Cider Festival - Dry Zone - Reimbursement Income	Reimburse cost of Dry Zone. Offset by expense	900			900
CCS	Addition to income	Accounting/Finance Other Income	Recovery of funds expended due to fraudulent invoice	1,450			1,450
CCS	Addition to income	Library Services - Other Income	Recognise income from book clubs and lost book fees	1,000			1,000
CCS	Addition to income	Accounts Receivable Legal Costs Recovered	Legal fees on-charged for collection action	1,871			1,871
		<b>Other Income</b>	<b>Note 7</b>		<b>113,252</b>		

Summary of Operating Budget Variance Adjustments

Business Unit	Type of Adjustment	Adjustment Title	Reason for Budget Adjustment	Adjustment \$ Favourable/ (Unfavourable)	Sub Total per type \$	Reserve \$ From/(To)	Net
DES	Reduction to expenditure	NRM Project Manager - Travel allowance	Reduced need for expenditure	800			800
CCS	Reduction to expenditure	General Administration - Travel Allowances	Year to date expenditure tracking under budget	1,000			1,000
WES	Transfer	Asset Revaluations - Salaries	Movement of funding from consulting to salaries to undertake land revaluation in house	(10,000)			(10,000)
Executive	Addition to expenditure	Works asset Management Plan - Salaries Works Administration Staff	Adjustments to budget for salary reviews and other adjustments	(446)			(446)
Executive	Addition to expenditure	Works Update Annual Management Plan - Salaries Works Administration Staff	Adjustments to budget for salary reviews and other adjustments	(1,339)			(1,339)
Executive	Addition to expenditure	Engineering Services - Salaries Works Administration Staff	Adjustments to budget for salary reviews and other adjustments	(6,693)			(6,693)
Executive	Addition to expenditure	CWMS Co-ordinator Salaries	Adjustments to budget for salary reviews and other adjustments	(446)			(446)
WES	Transfer	Engineering Staff Salaries	Reallocate budget to fund graduate engineer for 6 months for flood wall scope of works	(47,455)			(47,455)
CCS	Addition to expenditure	Upper Torrens Land Management Plan - Project Officer Salaries	Expenditure for Upper Torrens Land Management Plan - Project Officer salaries funded from income carried forward from 2017/18	(32,006)			(32,006)
DES	Transfer	Planning - Provide Planning Advice - Salaries	Transfer budget to cover costs of contract relief planner engaged during planning assessment officer vacancy (Nov-Dec 2018 and Jan 2019)	32,782			32,782
DES	Addition to expenditure	Barossa Bushgardens Salaries	Increase in Salary expenditure (Friends of Barossa Bushgardens donation)	(15,000)			(15,000)
DES	Addition to expenditure	Waste Management Officer Salary	Increase role by 1 day, to bring 3 days per week to address contract transition and projects within regional waste strategy. Fund from Waste Reserves	(7,700)		7,700	0
CCS	Addition to expenditure	Library Staff Salaries	Staff replacement for library officer seconded to Public Library Services (PLS)	(14,970)			(14,970)
CCS	Addition to expenditure	Library Staff Salaries	Tech Savvy Seniors staffing costs	(10,780)			(10,780)
CCS	Transfer	Digitisation Priority Project Salary Costs	Budget transfer to cover salary costs for Digitisation Project	(2,800)			(2,800)
Executive	Transfer	Customer Service Operations - Salaries	Transfer budget to support customer service change program	(25,722)			(25,722)
Executive	Addition to expenditure	Administration Salaries	Adjustments to budget for salary reviews and other adjustments	(1,646)			(1,646)
Executive	Addition to expenditure	Administration Miscellaneous - Salaries Services Staff	Adjustments to budget for salary reviews and other adjustments	(823)			(823)
Executive	Addition to expenditure	Risk Management - Salaries Services Staff	Adjustments to budget for salary reviews and other adjustments	(274)			(274)
CCS	Addition to expenditure	Collaborative Officer - Salaries - Social Inclusion Strategy	Support development of future social inclusion strategy	(38,000)			(38,000)
CCS	Transfer	Barossa Regional Gallery - Salaries	Reallocate contractor budget to gallery staffing to ensure service delivery requirements are met	(10,000)			(10,000)
CCS	Addition to expenditure	Barossa Regional Gallery - Salaries	Provide additional staffing at the Barossa Regional Gallery until the end of financial year to help with resourcing pressures. Part funded from Gallery Reserve Fund	(31,824)		23,330	(8,494)
Executive	Addition to expenditure	Procurement Shared Services - Salaries	Increase in salary costs in respect of extension of project officer secondment to Adelaide Plains Council	(8,656)			(8,656)
Executive	Addition to expenditure	Council Meeting - Attend/support - Salaries Executive Services Staff	Adjustments to budget for salary reviews and other adjustments	(1,441)			(1,441)
Executive	Addition to expenditure	Accounting/Finance - Salaries	Adjustments to budget for salary reviews and other adjustments	(480)			(480)
Executive	Addition to expenditure	Risk Management - Salaries Executive Services Staff	Adjustments to budget for salary reviews and other adjustments	(480)			(480)
Executive	Addition to expenditure	Human Resources - Salaries - Executive Services Staff	Adjustments to budget for salary reviews and other adjustments	(480)			(480)
Executive	Addition to expenditure	Strategic Plan Updates - Salaries Executive Services Staff	Adjustments to budget for salary reviews and other adjustments	(960)			(960)
Executive	Addition to expenditure	Business Excellence Program - Salaries Executive Services Staff	Adjustments to budget for salary reviews and other adjustments	(960)			(960)
Executive	Transfer	Workcover Insurance	2018/19 Workcover Insurance - adjustment to actuals - Correct allocation from previous quarterly report	(7,885)			(7,885)
		<b>Employee Costs</b>	<b>Note 8</b>		<b>(244,684)</b>		
CCS	Transfer	Moculta Hall - Contractors Cleaning Services	Budget reallocation for additional cleaning requirements due to increased use of the facility	0			0
CCS	Transfer	Angaston Hall - Contractors Fire Equipment Servicing	Budget reallocation for repairs to emergency lighting	0			0
CCS	Transfer	Talunga Recreation Park - Contractors - Fire Equipment Servicing	Reallocation of budget within cost centre to cover costs	0			0
CCS	Transfer	Williamstown RSL Hall - Contractors Fire Equipment Servicing	Repairs to emergency lighting to comply with AS1851 - Routine Service of Fire Protection Systems and Equipment	0			0

Summary of Operating Budget Variance Adjustments

Business Unit	Type of Adjustment	Adjustment Title	Reason for Budget Adjustment	Adjustment \$ Favourable/ (Unfavourable)	Sub Total per type \$	Reserve \$ From/(To)	Net
CCS	Transfer	Lyndoch Hall - Contractors Fire Equipment Servicing	Repairs to emergency lighting to comply with AS1851 - Routine Service of Fire Protection Systems and Equipment	0			0
CCS	Transfer	Moculta Hall - Contractors Fire Equipment Servicing	Repairs to emergency lighting to comply with AS1851 - Routine Service of Fire Protection Systems and Equipment	0			0
CCS	Transfer	Rowland Flat Community Centre - Contractors Fire Equipment Servicing	Repairs to emergency lighting to comply with AS1851 - Routine Service of Fire Protection Systems and Equipment	0			0
CCS	Transfer	Williamstown Hall - Contractors Fire Equipment Servicing	Repairs to emergency lighting to comply with AS1851 - Routine Service of Fire Protection Systems and Equipment	0			0
CCS	Transfer	Mount Pleasant Hall - Contractors Fire Equipment Servicing	Repairs to emergency lighting to comply with AS1851 - Routine Service of Fire Protection Systems and Equipment	0			0
CCS	Transfer	Angas Recreation Park - Contractors Fire Equipment Servicing	Repairs to emergency lighting to comply with AS1851 - Routine Service of Fire Protection Systems and Equipment	0			0
CCS	Transfer	Stockwell Recreation Park - Contractors Fire Equipment Servicing	Repairs to emergency lighting to comply with AS1851 - Routine Service of Fire Protection Systems and Equipment	0			0
CCS	Transfer	Mount Pleasant Pavilion - Contractors Fire Equipment Servicing	Repairs to emergency lighting to comply with AS1851 - Routine Service of Fire Protection Systems and Equipment	0			0
CCS	Transfer	Tanunda Showground - Contractors Fire Equipment Servicing	Repairs to emergency lighting to comply with AS1851 - Routine Service of Fire Protection Systems and Equipment	0			0
CCS	Transfer	Williamstown Recreation Park - Contractors Fire Equipment Servicing	Repairs to emergency lighting to comply with AS1851 - Routine Service of Fire Protection Systems and Equipment	0			0
CCS	Transfer	Lyndoch Recreation Park - Contractors Fire Equipment Servicing	Repairs to emergency lighting to comply with AS1851 - Routine Service of Fire Protection Systems and Equipment	0			0
CCS	Transfer	Lyndoch Library - Contractors Fire Equipment Servicing	Budget transfer for additional repairs to emergency lighting in accordance with AS2293 - Emergency Escape Lighting and Exit Signs for Buildings	0			0
CCS	Transfer	Williamstown Depot - Contractors Fire Equipment Servicing	Budget transfer for additional repairs to emergency lighting in accordance with AS2293 - Emergency Escape Lighting and Exit Signs for Buildings	0			0
WES	Transfer	Bethany Reserve - Contractors Building Maintenance Services	Budget reallocation to facilitate repairs to the Bethany Reserve fireplace	0			0
CCS	Transfer	Barossa Cycle Hub Toilet Repairs	Budget reallocation to cover additional maintenance costs due to vandalism	0			0
CCS	Transfer	Williamstown Caravan Park - Contractors Building Maintenance Services	Budget reallocation to cover replacement of damaged underground services	0			0
CCS	Transfer	Angaston Hall - Contractors Building Maintenance Services	Budget reallocation for repairs to stage lighting	0			0
CCS	Transfer	Community Building Repair - Contractors Building Maintenance Services	Budget reallocation for additional cleaning requirements due to increased usage	1,300			1,300
CCS	Transfer	Lyndoch Hall - Contractors Building Maintenance Services	Budget reallocation for unforeseen maintenance issues	0			0
CCS	Transfer	Community Building Repair - Contractors Building Maintenance Services	Budget reallocation for additional yard maintenance due to locals no longer volunteering and no longer using internal resources	4,200			4,200
CCS	Transfer	Community Building Repair - Contractors Building Maintenance Services	Budget reallocation for minor repairs	250			250
CCS	Transfer	Community Building Repair - Contractors Building Maintenance Services	Budget reallocation for additional gas requirement due to equipment failure	2,400			2,400
CCS	Transfer	Tanunda Country Women's Association Hall - Contractors Building Maintenance Services	Budget reallocation for unforeseen maintenance costs	0			0
CCS	Transfer	Bethany Reserve - Contractors Building Maintenance Services	Budget reallocation to facilitate repairs to the Bethany Reserve fireplace	0			0
CCS	Transfer	Mount Pleasant Hall - Contractors Building Maintenance Services	Budget reallocation for unforeseen maintenance requirements	0			0
CCS	Transfer	Williamstown Recreation Park - Contractors Building Maintenance Services	Reallocation of budget within cost centre to cover costs	0			0
CCS	Transfer	Williamstown Swimming Pool - Contractors Building Maintenance Services	Reallocation of budget within cost centre to cover costs	0			0
CCS	Transfer	Lyndoch Recreation Park - Contractors Building Maintenance Services	Reallocation of budget within cost centre to cover costs	0			0
DES	Transfer	Planning - Provide Planning Advice - Contractors - Relief Staff	Transfer budget to cover costs of contract relief planner engaged during planning assessment officer vacancy (Nov-Dec 2018 and Jan 2019)	(32,782)			(32,782)
CCS	Transfer	Union Chapel Hall - Contractors Lawn Mowing	Budget reallocation for additional yard maintenance due to locals no longer volunteering and no longer using internal resources	(2,200)			(2,200)

Summary of Operating Budget Variance Adjustments

Business Unit	Type of Adjustment	Adjustment Title	Reason for Budget Adjustment	Adjustment \$ Favourable/ (Unfavourable)	Sub Total per type \$	Reserve \$ From/(To)	Net
CCS	Transfer	Rowland Flat Community Centre - Contractors Lawn Mowing	Budget reallocation for additional yard maintenance due to locals no longer volunteering and no longer using internal resources	(2,000)			(2,000)
CCS	Transfer	Union Chapel Hall - Contractors Lawn Mowing	Budget reallocation for additional yard maintenance due to volunteers no longer performing this function	0			0
CCS	Transfer	Stockwell Recreation Park - Contractors - Domestic Waste Collection	Reallocation of budget within cost centre to cover costs	0			0
CCS	Transfer	Tanunda Recreation Park - Domestic Waste Collection	Reallocation of budget within cost centre to cover costs	0			0
CCS	Transfer	Talunga Recreation Park - Contractors - Septic Tank cleaning Service	Reallocation of budget within cost centre to cover costs	0			0
Executive	Reduction to expenditure	Elected Member Allowance - Contractors - Plant/Machinery Servicing	Allowance no longer applicable	255			255
CCS	Transfer	Community Assets Facilities - Contractors Other Services	Barossa Valley Machinery Preservation Society Community Loan. As per Council resolution 22 January 2019	25,000			25,000
CCS	Transfer	Community Assets Facilities - Contractors Other Services	Transfer budget to capital for purchase of railway carriage for Angaston Railway Precinct	6,000			6,000
CCS	Reduction to expenditure	Upper Torrens Land Management Plan - Native Grass Trials Contractors	Expenditure for Upper Torrens Land Management Plan - Native Grass Trials - adjust budget to actuals	320			320
CCS	Transfer	Collaborative Officer - Contractors Other Services	Reallocate budget to contractors	0			0
DES	Addition to expenditure	Natural Resources Management Project Manager - Contractors - Other Services	Increase in expenditure	(2,500)			(2,500)
DES	Addition to expenditure	Barossa Bushgardens Open Space Grant	Increase to expenditure - contribution from Rotary Club - Open Space Grant	(1,500)			(1,500)
CCS	Transfer	Barossa Regional Gallery - Contractors Other Services	Reallocate contractor budget to gallery staffing to ensure service delivery requirements are met	10,000			10,000
CCS	Addition to expenditure	Nuriootpa Swimming Pool - Contractors Other Services	Pre-season repairs and maintenance higher than anticipated. Includes \$10k allowance for leak repair post season	(30,000)			(30,000)
CCS	Transfer	Library Link Project - Radio Frequency Identification (RFID) system installation	Budget reallocation to cover Radio Frequency Identification (RFID) system installation costs	(5,000)			(5,000)
Executive	Transfer	Executive Services - Contractors Other Services	Transfer budget to support customer service change program	25,722			25,722
WES	Transfer	Works asset management Plan - Contractors Other Services	Movement of funding from consulting to salaries to undertake land revaluation in house	10,000			10,000
Executive	Transfer	Industrial Relations Consultants	Budget reallocation to allow for more service awards than anticipated	600			600
CCS	Transfer	Community Assets Facilities - Consultants Other	Transfer budget to capital for purchase of railway carriage for Angaston Railway Precinct	1,500			1,500
DES	Addition to expenditure	School immunisation Program - Consultants Other	Federal Government implementation of Meningococcal B vaccine for all year 10 students. Faith Lutheran College and Nuriootpa High School.	(43,000)			(43,000)
CCS	Transfer	Regional Cycle Trail - Consultants	Budget reallocation to new project number	54,499			54,499
CCS	Transfer	Regional Cycle Trail - Consultants	Budget reallocation to new project number	(50,449)			(50,449)
Executive	Addition to expenditure	Elected Member Allowance - Operating Lease Payments - Computer Equipment	Lease fee for laptop	(325)			(325)
Executive	Addition to expenditure	Elected Member Allowance - Operating Lease Payments - Computer Equipment	Lease fee for laptop	(325)			(325)
Executive	Addition to expenditure	Elected Member Allowance - Operating Lease Payments - Computer Equipment	Lease fee for laptop	(325)			(325)
Executive	Addition to expenditure	Elected Member Allowance - Operating Lease Payments - Computer Equipment	Lease fee for laptop	(325)			(325)
Executive	Addition to expenditure	Elected Member Allowance - Operating Lease Payments - Computer Equipment	Lease fee for laptop	(325)			(325)
Executive	Addition to expenditure	Elected Member Allowance - Operating Lease Payments - Computer Equipment	Lease fee for laptop	(325)			(325)
Executive	Addition to expenditure	Elected Member Allowance - Operating Lease Payments - Computer Equipment	Lease fee for laptop	(325)			(325)
Executive	Addition to expenditure	Elected Member Allowance - Operating Lease Payments - Computer Equipment	Lease fee for laptop	(325)			(325)
Executive	Addition to expenditure	Elected Member Allowance - Operating Lease Payments - Computer Equipment	Lease fee for laptop	(325)			(325)
Executive	Addition to expenditure	Elected Member Allowance - Operating Lease Payments - Computer Equipment	Lease fee for laptop	(325)			(325)

Summary of Operating Budget Variance Adjustments

Business Unit	Type of Adjustment	Adjustment Title	Reason for Budget Adjustment	Adjustment \$ Favourable/ (Unfavourable)	Sub Total per type \$	Reserve \$ From/(To)	Net
Executive	Addition to expenditure	Elected Member Allowance - Operating Lease Payments - Computer Equipment	Lease fee for laptop	(325)			(325)
Executive	Addition to expenditure	Elected Member Allowance - Operating Lease Payments - Computer Equipment	Lease fee for laptop	(325)			(325)
CCS	Addition to expenditure	Facilities with Agreement - Lease Payments	To provide for back payment of Williamstown Queen Victoria Jubilee Park car park lease fees	(3,500)			(3,500)
CCS	Transfer	Lyndoch Hall - Contractors Tagging and Testing	Budget reallocation for additional testing and tagging for new items	0			0
CCS	Transfer	Talunga Recreation Park - Contractors Tagging and Testing	Budget reallocation for replacement extinguisher	0			0
CCS	Transfer	Williamstown Recreation Park - Contractors Tagging and Testing	Budget reallocation for additional testing and tagging for new items	0			0
CCS	Transfer	Stockwell Recreation Park - Fuel	Reallocation of budget within cost centre to cover costs	0			0
CCS	Transfer	Barossa Visitors Information Centre - Assets <\$5,000	Budget reallocation from postage	0			0
CCS	Transfer	Nuriootpa Soldiers Memorial Hall - Cleaning Supplies	Budget reallocation within cost centre to allow for additional cleaning supplies	0			0
CCS	Transfer	Angaston Hall - Direct Purchases Cleaning Supplies	Budget reallocation for additional cleaning requirements due to increased usage	(500)			(500)
CCS	Transfer	Nuriootpa Soldiers Memorial Hall - Cleaning Supplies	Budget reallocation for additional cleaning requirements due to increased usage	(800)			(800)
CCS	Transfer	Talunga Recreation Park - Direct Purchases - Cleaning Supplies	Reallocation of budget within cost centre to cover costs	0			0
WES	Addition to expenditure	LiteTow trailer	Purchase price of trailer. Subsequently refunded due to trailer being defective	(7,200)			(7,200)
Executive	Transfer	Chief Executive Officer - Vehicle - Vehicle Parts	Budget transfer for tyre replacement	0			0
CCS	Reduction to expenditure	Natural Resources Management Project Manager - Direct Purchases - Vehicle/Machine Parts	Reduction in forecast expenditure	1,100			1,100
DES	Transfer	Dog and Cat Control - Direct Purchases Vehicle Parts	Budget transfer within cost centre - direct purchases vehicle parts trending higher than anticipated	0			0
DES	Transfer	Dog and Cat Control - Direct Purchases Vehicle Parts	Budget transfer within cost centre - direct purchases vehicle parts trending higher than anticipated	0			0
DES	Reduction to expenditure	Natural Resources Management Project Manager - Stationery	Reduction to forecast expenditure	500			500
CCS	Addition to expenditure	Barossa Visitors Information Centre - Stationery	Tracking over budget for specialist stationery items	(200)			(200)
CCS	Transfer	Nuriootpa Soldiers Memorial Hall - Direct Purchases Building Repairs	Budget reallocation for minor repairs	(250)			(250)
CCS	Addition to expenditure	Barossa Bushgardens - Direct Purchases Other	Bushgardens - 18/19 SALA expenditure - funded from reserve	(522)		522	0
Executive	Addition to expenditure	Elected Member Allowance - Direct Purchases - Other	Transfer savings into account for future allocation once actuals truly known	(500)			(500)
Executive	Transfer	Service Recognition Awards	Budget reallocation to allow for more service awards than anticipated	(600)			(600)
CCS	Transfer	Talunga Recreation Park - Energy Costs - Gas	Budget reallocation for additional gas requirement due to equipment failure	(2,400)			(2,400)
Executive	Reduction to expenditure	Elected Member Allowance - Energy Costs - Fuel and Lubricants	Allowance no longer applicable	1,503			1,503
WES	Addition to expenditure	Chief Executive Officer - Vehicle - Fuel Costs	Fuel costs slightly above budget year to date	(770)			(770)
CCS	Addition to expenditure	Administration Vehicle - Other - Fuel	Increase in fuel costs due to officer relocation	(1,600)			(1,600)
CCS	Addition to expenditure	Barossa Bushgardens - Advertising	Bushgardens - 18/19 SALA expenditure - funded from reserve	(645)		645	0
Executive	Addition to expenditure	Public Relations Service - Advertising	Business Plan printing not budgeted	(1,200)			(1,200)
DES	Reduction to expenditure	Natural Resources Management Project Manager - Advertising	Reduction in forecast expenditure	100			100
CCS	Reduction to expenditure	General Administration - Advertising	Year to date expenditure tracking below budget	1,800			1,800
DES	Addition to expenditure	Beer and Cider Festival Dry Zone - Advertising	Advertising costs of Dry Zone. Offset by reimbursement	(900)			(900)
CCS	Transfer	Regional Cycle Trail - Advertising	Budget reallocation to new project number	(1,500)			(1,500)
CCS	Addition to expenditure	Barossa Bushgardens - Printing	Bushgardens - 18/19 SALA expenditure - funded from reserve	(197)		197	0
CCS	Reduction to expenditure	Budget Performance Analysis - Printing	Budget not required	1,500			1,500
Executive	Addition to expenditure	Rates - Recover Outstanding Rates - Printing	Increase budget to align with contract estimates	(1,500)			(1,500)
Executive	Addition to expenditure	Executive Services - Training	Adjust for duplicated invoice	(1,550)			(1,550)
CCS	Transfer	Digitisation Priority Project Salary Costs	Budget transfer to cover salary costs for Digitisation Project	400			400
CCS	Transfer	Regional Cycle Trail - Staff Training - Accommodation Expenses	Budget reallocation to new project number	(565)			(565)
Executive	Reduction to expenditure	Elected Member Allowance - Telephone	Allowance no longer applicable	185			185
Executive	Addition to expenditure	Rates - Recover Outstanding Rates - Postage	Increase budget to cover increased costs	(3,710)			(3,710)

Summary of Operating Budget Variance Adjustments

Business Unit	Type of Adjustment	Adjustment Title	Reason for Budget Adjustment	Adjustment \$ Favourable/ (Unfavourable)	Sub Total per type \$	Reserve \$ From/(To)	Net
CCS	Transfer	Library Link Project - Radio Frequency Identification (RFID) system installation	Budget reallocation to cover Radio Frequency Identification (RFID) system installation costs	5,000			5,000
WES	Addition to expenditure	LiteTow trailer	Trailer delivery costs. Subsequently refunded due to trailer being defective	(600)			(600)
Executive	Reduction to expenditure	Elected Member Allowance - Mobile Phone Expenses	Allowance no longer applicable	425			425
Executive	Reduction to expenditure	Elected Member Allowance - Mobile Phone Expenses	Allowance no longer applicable	460			460
Executive	Reduction to expenditure	Elected Member Allowance - Mobile Phone Expenses	Allowance no longer applicable	425			425
CCS	Reduction to expenditure	Administration - Mobile Phone Charges	Phone charges tracking below budget	500			500
CCS	Reduction to expenditure	Accounting/Finance Mobile Phone Expenses	Reduction in costs due to laptop not being used	900			900
CCS	Reduction to expenditure	Barossa Visitors Information Centre - Mobile Phone Expense	Reduction in mobile phone use	300			300
CCS	Transfer	Information Technology - Maintain Links Between Offices	Budget reallocation for Microwave Link Licence	0			0
Executive	Reduction to expenditure	Elected Member Allowance - Wireless Broadband	Allowance no longer applicable	874			874
Executive	Reduction to expenditure	Elected Member Allowance - Wireless Broadband	Adjust for estimated cost	1,209			1,209
Executive	Reduction to expenditure	Elected Member Allowance - Wireless Broadband	Adjust for estimated cost	479			479
Executive	Reduction to expenditure	Elected Member Allowance - Wireless Broadband	Adjust for estimated cost	529			529
Executive	Reduction to expenditure	Elected Member Allowance - Wireless Broadband	Adjust for estimated cost	489			489
Executive	Reduction to expenditure	Elected Member Allowance - Wireless Broadband	Allowance no longer applicable	758			758
Executive	Reduction to expenditure	Elected Member Allowance - Wireless Broadband	Allowance no longer applicable	826			826
Executive	Reduction to expenditure	Elected Member Allowance - Wireless Broadband	Adjust for estimated cost	268			268
Executive	Reduction to expenditure	Elected Member Allowance - Wireless Broadband	Elected as Mayor transfer to new code	816			816
Executive	Reduction to expenditure	Elected Member Allowance - Wireless Broadband	Allowance no longer applicable	1,013			1,013
Executive	Reduction to expenditure	Elected Member Allowance - Wireless Broadband	Allowance no longer applicable	846			846
Executive	Reduction to expenditure	Elected Member Allowance - Wireless Broadband	Allowance no longer applicable	342			342
Executive	Addition to expenditure	Elected Member Allowance - Wireless Broadband	Establish new Councillor benefits	(320)			(320)
Executive	Addition to expenditure	Elected Member Allowance - Wireless Broadband	Establish new Councillor benefits	(320)			(320)
Executive	Addition to expenditure	Elected Member Allowance - Wireless Broadband	Establish new Councillor benefits	(320)			(320)
Executive	Addition to expenditure	Elected Member Allowance - Wireless Broadband	Establish new Councillor benefits	(320)			(320)
Executive	Addition to expenditure	Elected Member Allowance - Wireless Broadband	Establish new Councillor benefits	(640)			(640)
Executive	Addition to expenditure	Elected Member Allowance - Wireless Broadband	Establish new Councillor benefits	(640)			(640)
Executive	Addition to expenditure	Elected Member Allowance - Wireless Broadband	Establish new Councillor benefits	(320)			(320)
Executive	Addition to expenditure	Elected Member Allowance - Wireless Broadband	Transfer savings into account for future allocation once actuals truly known	(3,000)			(3,000)
CCS	Reduction to expenditure	Administration - Wireless Broadband	Data use tracking below budget	800			800
Executive	Reduction to expenditure	Elected Member Allowance - Vehicle Registration	Allowance no longer applicable	42			42
Executive	Reduction to expenditure	Elected Members - Councillor Allowances	Allowance no longer applicable	10,599			10,599
Executive	Addition to expenditure	Elected Members - Councillor Allowances	Adjust allowance for tribunal determination	(196)			(196)
Executive	Addition to expenditure	Elected Members - Councillor Allowances	Adjust allowance for tribunal determination	(196)			(196)
Executive	Addition to expenditure	Elected Members - Councillor Allowances	Adjust allowance for tribunal determination	(3,311)			(3,311)
Executive	Addition to expenditure	Elected Members - Councillor Allowances	Adjust allowance for tribunal determination	(196)			(196)
Executive	Reduction to expenditure	Elected Members - Councillor Allowances	Allowance no longer applicable	10,599			10,599
Executive	Reduction to expenditure	Elected Members - Councillor Allowances	Allowance no longer applicable	10,599			10,599
Executive	Addition to expenditure	Elected Members - Councillor Allowances	Adjust allowance for tribunal determination	(196)			(196)
Executive	Reduction to expenditure	Elected Members - Councillor Allowances	Elected as Mayor transfer to new code	13,249			13,249
Executive	Reduction to expenditure	Elected Members - Councillor Allowances	Elected as Mayor transfer to new code	415			415
Executive	Reduction to expenditure	Elected Members - Councillor Allowances	Allowance no longer applicable	10,599			10,599
Executive	Reduction to expenditure	Elected Members - Councillor Allowances	Allowance no longer applicable	10,599			10,599
Executive	Reduction to expenditure	Elected Members - Councillor Allowances	Allowance no longer applicable	42,397			42,397
Executive	Addition to expenditure	Elected Members - Councillor Allowances	Establish Mayoral allowance	(43,182)			(43,182)
Executive	Addition to expenditure	Elected Members - Councillor Allowances	Establish new Councillor allowance	(11,205)			(11,205)
Executive	Addition to expenditure	Elected Members - Councillor Allowances	Establish new Councillor allowance	(10,795)			(10,795)
Executive	Addition to expenditure	Elected Members - Councillor Allowances	Establish new Councillor allowance	(10,795)			(10,795)
Executive	Addition to expenditure	Elected Members - Councillor Allowances	Establish new Councillor allowance	(10,795)			(10,795)
Executive	Addition to expenditure	Elected Members - Councillor Allowances	Establish new Councillor allowance	(10,795)			(10,795)
Executive	Addition to expenditure	Elected Members - Councillor Allowances	Establish new Councillor allowance	(10,795)			(10,795)
Executive	Reduction to expenditure	Elected Members - Mileage Reimbursements	Allowance no longer applicable	441			441
Executive	Reduction to expenditure	Elected Members - Mileage Reimbursements	Allowance no longer applicable	687			687

Summary of Operating Budget Variance Adjustments

Business Unit	Type of Adjustment	Adjustment Title	Reason for Budget Adjustment	Adjustment \$ Favourable/ (Unfavourable)	Sub Total per type \$	Reserve \$ From/(To)	Net
Executive	Reduction to expenditure	Elected Members - Mileage Reimbursements	Allowance no longer applicable	536			536
Executive	Reduction to expenditure	Elected Members - Mileage Reimbursements	Allowance no longer applicable	264			264
Executive	Addition to expenditure	Elected Members - Mileage Reimbursements	Reimbursement instead of car use by new Mayor	(4,300)			(4,300)
Executive	Addition to expenditure	Support Other Local Government Authority Bodies	Minor difference between actuals and budget	(37)			(37)
CCS	Transfer	Council Elections - Contributions Other	Budget reallocation for electoral roll maintenance	0			0
WES	Transfer	Executive Services - Contribution	Budget reallocation for contribution to Caravan Park policy research opportunity	0			0
CCS	Reduction to expenditure	General Administration - Legal Fees	Budget adjusted for balance of year requirements	5,000			5,000
CCS	Addition to expenditure	Generational Investment in the Barossa (GITB) - Legal Fees	Residual requirements for remainder of year	(2,000)			(2,000)
CCS	Addition to expenditure	Accounts Receivable Legal Fees	Legal fees charged for collection action	(1,553)			(1,553)
Executive	Addition to expenditure	Rates - Recover Outstanding Rates - Legal Fees	Budget increase, offset by income	(8,000)			(8,000)
CCS	Transfer	Regional Cycle Trail - Legal Fees	Budget reallocation to new project number	(1,480)			(1,480)
CCS	Reduction to expenditure	General Administration - Subscriptions	Full year requirements completed	400			400
CCS	Addition to expenditure	Social Support - Men's Shed Grant	Unspent funds to be refunded to Department of Health in 2018/19	(12,173)			(12,173)
CCS	Addition to expenditure	Social Support - Home Assist	Unspent funds to be refunded to Department of Human Services (DHS) in 2018/19	(13,517)			(13,517)
CCS	Addition to expenditure	Generational Investment in the Barossa (GITB) - Other Miscellaneous Expenses	Residual assessed requirements	(350)			(350)
CCS	Transfer	Digitisation Priority Project Salary Costs	Budget transfer to cover salary costs for Digitisation Project	2,400			2,400
CCS	Transfer	Regional Cycle Trail - Other Miscellaneous Expenses	Budget reallocation to new project number	(235)			(235)
CCS	Reduction to expenditure	General Administration - Entertainment Expenses	Reduced requirement based on year to date expenses	1,500			1,500
CCS	Addition to expenditure	Generational Investment in the Barossa (GITB) - Entertainment Expenses	Residual requirements for year	(200)			(200)
CCS	Transfer	Regional Cycle Trail - Entertainment Expenses	Budget reallocation to new project number	(270)			(270)
Executive	Reduction to expenditure	Elected Members - Travel Time Allowance	Allowance no longer applicable	364			364
Executive	Transfer	Workcover Insurance	2018/19 Workcover Insurance - adjustment to actuals - Correct allocation from previous quarterly report	7,885			7,885
		<b>Materials, Contracts and Other Expenses</b>	<b>Note 9</b>		<b>(72,024)</b>		
		<b>Depreciation, Amortisation and Impairment</b>	No adjustments required for first quarter budget review	0			
			<b>Note 10</b>		<b>0</b>		
		<b>Finance Costs</b>	No adjustments required for first quarter budget review	0			
			<b>Note 11</b>		<b>0</b>		
<b>NET TOTAL - Operating Adjustments</b>			Note: for reconciliation purposes the report includes <u>Approved</u> Carried Forwards	<b>91,292</b>	<b>91,292</b>	<b>32,394</b>	<b>123,686</b>
WES	Reduction to income	Developer Reserve	Reduce transfer from Developer Reserve amount for drainage works - amount spent in 2017/18			(1,875)	(1,875)
CCS	Addition to income	Gallery Cookbook Reserve	Transfer from Gallery Cookbook Reserve for contribution towards air conditioning (already in 2018/19 Capital Budget)			15,000	15,000
CCS	Addition to income	Angaston Youth Action Group Reserve	Transfer from Angaston Youth Action Group Reserve per Council resolution November 2017 - pending The Big Project outcomes			9,226	9,226
CCS	Addition to income	Williamstown Community Council Reserve	Transfer from Williamstown Community Council Reserve to Southern Barossa Alliance (SBA) - Council meeting 18 September 2018			2,000	2,000
CCS	Addition to income	Lyndoch and District Community Committee Reserve	Transfer from Lyndoch and District Community Committee Reserve to Southern Barossa Alliance (SBA) - Council meeting 18 September 2018			2,500	2,500
CCS	Addition to income	Lyndoch Hall Committee Reserve	Transfer from Lyndoch Hall Committee Reserve to Southern Barossa Alliance (SBA) - Council meeting 18 September 2018			500	500
CCS	Addition to income	Lyndoch Street Party Reserve	Transfer from Lyndoch Street Party Reserve to Southern Barossa Alliance (SBA) - Council meeting 18 September 2018			500	500
CCS	Transfer	Barossa Bushgardens Reserve - Quad bike purchase	Bushgardens - transfer from reserve for Quad bike purchase Reserve transfer (expense already in 18/19 Capital Budget)			5,713	5,713
		<b>Reserve Account Adjustments only</b>			<b>0</b>	<b>33,564</b>	
CCS	Transfer	Angaston Railway Land Maintenance - Contributions Other	Barossa Valley Machinery Preservation Society Community Loan. As per Council resolution 22 January 2019	(25,000)			(25,000)
		<b>Balance Sheet Adjustments only</b>			<b>(25,000)</b>	<b>0</b>	

Summary of Capital Budget Variance Adjustments

Business Unit	Type of Adjustment	Adjustment Title	Reason for Budget Adjustment	Adjustment \$ Favourable/ (Unfavourable)	Sub Total per type \$	Reserve \$ From/(To)	Net
		<b>Capital Expenditure on Renewal and Replacement of existing assets</b>					
WES	Addition to expenditure	Kalimna Road CWMS Trench Rehabilitation	Additional costs. Funded from CWMS Reserve. Refer 18 December 2018 Council Meeting Item 7.4.1.2	(139,495)		272,500	133,005
WES	Transfer	Kalimna Road CWMS Trench Rehabilitation	Budget reallocation from Williamstown Queen Victoria Jubilee Park bridge replacement to Kalimna Road. Refer 20 December 2018 Council Meeting Item 7.4.1.2	(23,965)			(23,965)
WES	Transfer	Road Seal, Kalimna Road, Nuriootpa	Budget reallocation to cover additional funds required to complete trench reinstatement works along Kalimna Road, Nuriootpa	(34,083)			(34,083)
WES	Transfer	Road Seal, Stockwell Road, Angaston	Budget reallocation to cover additional funds required to complete trench reinstatement works along Kalimna Road, Nuriootpa	34,083			34,083
WES	Transfer	Road Pave, Church Road, Springton	Budget reallocation from Road Resheeting budget	(50,000)			(50,000)
WES	Transfer	Bobcat	Budget reallocation from Minor Plant Renewal budget	(2,500)			(2,500)
WES	Transfer	Road Resheeting Budget	Budget reallocation	90,000			90,000
CCS	Transfer	Miscellaneous Buildings Renewal	Budget reallocation to cover Talunga Park amenities retention monies for works completed	6,253			6,253
WES	Transfer	Tanunda to Gawler Bike Path	Budget reallocation required to replace a 100m section of shared bike path between Atze Parade to Furnell Street, Nuriootpa	19,700			19,700
WES	Transfer	Minor Plant Renewal budget	Reallocate budget to specific assets	18,500			18,500
WES	Transfer	Works Combination Roller	Budget reallocated from Road Sweeper	(22,000)			(22,000)
WES	Transfer	Works Road Sweeper	Budget reallocated to Combination Roller	22,000			22,000
CCS	Transfer	Williamstown Queen Victoria Jubilee Park - Retaining Wall behind clubrooms	Surplus funds from retaining wall to be allocated to netball warmup area	13,942			13,942
WES	Transfer	Sprayer - Silver Series 600 Litre 3pl sprayer	Budget reallocation from Minor Plant Renewal budget	(5,978)			(5,978)
WES	Transfer	Sprayer - Fire Ranger 1000L Trailer	Budget reallocation from Minor Plant Renewal budget	(10,022)			(10,022)
WES	Transfer	Road Seal, Para Wirra Road, Williamstown	Budget reallocated to Nuriootpa Soldiers Memorial Hall Car Park Resealing	20,000			20,000
WES	Transfer	Road Pave, Duck Ponds, Road Moculta	Revised resheet program following ground truthing investigations	16,665			16,665
WES	Transfer	Road Pave, Gruenberg Road, Moculta	Revised resheet program following ground truthing investigations	46,712			46,712
WES	Transfer	Road Pave, Keyneton Road, Moculta	Revised resheet program following ground truthing investigations	1,213			1,213
WES	Transfer	Road Pave, Pipeline Road, Nuriootpa	Revised resheet program following ground truthing investigations	10,535			10,535
WES	Transfer	Road Pave, Rifle Range Road, Tanunda	Revised resheet program following ground truthing investigations	(109,066)			(109,066)
WES	Transfer	Road Pave, Rocky Valley Road, Angaston	Revised resheet program following ground truthing investigations	34,818			34,818
WES	Transfer	Road Pave, Allendale Road, Kalbeeba	Revised resheet program following ground truthing investigations	(28,145)			(28,145)
WES	Transfer	Road Pave, Concordia Road, Concordia	Revised resheet program following ground truthing investigations	(32,684)			(32,684)
WES	Transfer	Road Pave, Coppermine Road, Williamstown	Revised resheet program following ground truthing investigations	(21,095)			(21,095)
WES	Transfer	Road Pave, Fennescy Road, Concordia	Revised resheet program following ground truthing investigations	(20,682)			(20,682)
WES	Transfer	Road Pave, Rosedale Scenic Road, Rosedale	Revised resheet program following ground truthing investigations	(11,587)			(11,587)
WES	Transfer	Road Pave, Teusner Road, Concordia	Revised resheet program following ground truthing investigations	(18,525)			(18,525)
WES	Transfer	Road Pave, Wild Street, Williamstown	Revised resheet program following ground truthing investigations	(21,931)			(21,931)
WES	Transfer	Road Pave, Hamiltons Road, Springton	Revised resheet program following ground truthing investigations	35,924			35,924
WES	Transfer	Road Pave, Craneford Road, Eden Valley	Revised resheet program following ground truthing investigations	169,937			169,937
WES	Transfer	Road Pave, High Eden Road, Eden Valley	Revised resheet program following ground truthing investigations	21,318			21,318
WES	Transfer	Road Pave, Cookes Hill Road, Springton	Revised resheet program following ground truthing investigations	(53,594)			(53,594)
WES	Transfer	Road Pave, Jutland Road, Springton	Revised resheet program following ground truthing investigations	129,719			129,719
WES	Transfer	Road Pave, Shearers Road, Eden Valley	Revised resheet program following ground truthing investigations	(26,448)			(26,448)
WES	Transfer	Road Pave, Hearls Road, Eden Valley	Revised resheet program following ground truthing investigations	(46,145)			(46,145)
WES	Transfer	Road Pave, Humbles Road, Mount Pleasant	Revised resheet program following ground truthing investigations	(38,848)			(38,848)
WES	Transfer	Road Pave, Ken Hicks Road, Mount Pleasant	Revised resheet program following ground truthing investigations	(11,278)			(11,278)
WES	Transfer	Road Pave, Church Road, Springton	Revised resheet program following ground truthing investigations	(44,962)			(44,962)
WES	Transfer	Road Pave, Old Mill Road, Nuriootpa	Revised resheet program following ground truthing investigations	20,424			20,424
WES	Transfer	Road Resheeting Budget	Revised resheet program following ground truthing investigations	(2,275)			(2,275)
		<b>Capital Expenditure on Renewal and Replacement of Existing Assets</b>	<b>Note 12</b>		<b>(63,565)</b>	<b>272,500</b>	
		<b>Asset Sales adjustments/Capital Income*</b>					
CCS	Reduction to income	Equipment Sales	Removal of disposal proceeds as vehicle was written off and insurance claim received	(16,500)			(16,500)
		<b>Proceeds from Sale of Replaced Assets</b>	<b>Note 13</b>		<b>(16,500)</b>		
<b>NET TOTAL - Asset Renewal/Replacement Adjustments</b>			<b>111</b>		<b>(80,065)</b>	<b>272,500</b>	<b>(16,500)</b>

Summary of Capital Budget Variance Adjustments

Business Unit	Type of Adjustment	Adjustment Title	Reason for Budget Adjustment	Adjustment \$ Favourable/ (Unfavourable)	Sub Total per type \$	Reserve \$ From/(To)	Net
		<b>Capital Expenditure on New and Upgraded assets</b>					
WES	Transfer	Footpath, Washington Street, Angaston	Budget reallocation	(30,000)			(30,000)
WES	Transfer	Footpath, Basedow Road, Tanunda	Budget reallocation	(30,000)			(30,000)
WES	Transfer	Footpath, Jane Place, Tanunda	Budget reallocation	68,000			68,000
WES	Transfer	Footpath, Gilbert Street, Lyndoch	Budget reallocation	(38,000)			(38,000)
WES	Transfer	Road Seal, Edward Street, Springton	Budget reallocation from Road Resheeting budget	(20,000)			(20,000)
WES	Transfer	Road Seal, MacDonnell Terrace, Springton	Budget reallocation	(52,000)			(52,000)
WES	Transfer	Footpath, Edward Street, Springton	Budget reallocation from Road Resheeting budget	(20,000)			(20,000)
WES	Transfer	Road Seal William Street, Springton	Transfer funds from footpath program to seal program	(37,150)			(37,150)
WES	Transfer	Road Seal, Lucks Road, Kalbeeba	Budget reallocation	82,000			82,000
WES	Transfer	Williamstown Queen Victoria Jubilee Park Bridge	Budget reallocation from Williamstown Queen Victoria Jubilee Park bridge replacement to Kalimna Road. Refer 20 December 2018 Council Meeting Item 7.4.1.2	23,965			23,965
WES	Transfer	Flood Wall	Reallocate budget to fund graduate engineer for 6 months for flood wall scope of works	47,455			47,455
CCS	Transfer	Talunga Recreation Park Amenities	Budget reallocation to cover Talunga Park amenities retention monies for works completed	(6,253)			(6,253)
CCS	Addition to expenditure	Angaston Railway Station Building Restoration - Contingency	Additional budget provided for project contingency as endorsed by Council 18 December 2018	(72,500)			(72,500)
WES	Reduction to expenditure	Tanunda Waste Water Treatment Plant	Project to be carried over to 2019/20	719,428			719,428
CCS	Reduction to expenditure	The Big Project - Recreation Phase 1 Implementation	Remove Capital Budget for 2018/19 Big Project - unsuccessful grant application	1,195,415			1,195,415
CCS	Transfer	The Big Project - Buildings Phase 1 Implementation	Budget reallocation to cover Culture Hub design costs	91,640			91,640
CCS	Reduction to expenditure	The Big Project - Buildings Phase 1 Implementation	Remove Capital Budget for 2018/19 Big Project - unsuccessful grant application	2,000,000			2,000,000
CCS	Transfer	Williamstown Queen Victoria Jubilee Park - Hard Surface Netball Warmup Area	Surplus funds from retaining wall to be allocated to netball warmup area	(13,942)			(13,942)
WES	Transfer	Nuriootpa Soldiers Memorial Hall Car Park Resealing	Reallocate budget for car park resealing	(20,000)			(20,000)
CCS	Transfer	Barossa Culture Hub - The Big Project	Budget reallocation to cover Culture Hub design costs	(91,640)			(91,640)
CCS	Transfer	Angaston Railway - Carriage	Purchase of carriage for Angaston Railway Precinct	(7,500)			(7,500)
WES	Transfer	Shared Bike Path, Nuriootpa	Budget reallocation required to replace a 100m section of shared bike path between Atze Parade to Furnell Street, Nuriootpa	(19,700)			(19,700)
WES	Transfer	Robert Street Right Footpath	Transfer funds from footpath program to seal program	37,150			37,150
		<b>Capital Expenditure on New and Upgraded Assets</b>	<b>Note 14</b>		<b>3,806,368</b>		
		<b>Amounts received specifically for New and Upgraded Assets/Profit &amp; loss for asset disposal</b>					
CCS	Reduction to income	Ovals Open Space - Recreation Parks - Capital Grant	Remove Grant Revenue Budget for Big Project due to unsuccessful grant application	(3,011,084)			(3,011,084)
CCS	Addition to income	Generational Investment in the Barossa (GITB) - Capital Contributions Other	Reimbursement of Building Better Regions Fund (BBRF) Round three partnership contribution to application costs	3,490			3,490
		<b>Amounts Received Specifically for New and Upgraded Assets</b>	<b>Note 15</b>		<b>(3,007,594)</b>		
		<b>Asset Sales adjustments</b>					
CCS	Addition to expenditure	Library Vehicle Loss on Disposal	Loss on disposal added to budget	(13,107)			(13,107)
		<b>Asset Disposal and Fair Value Adjustments</b>	<b>Note 16</b>		<b>(13,107)</b>		
<b>NET TOTAL - Asset New/Upgrade Adjustments</b>					<b>785,667</b>	<b>0</b>	<b>785,667</b>
<b>NET TOTAL - Capital Adjustments</b>			Note: for reconciliation purposes the report includes <u>Approved</u> Carried Forwards	<b>705,602</b>	<b>705,602</b>	<b>272,500</b>	<b>769,167</b>

# Statement of Comprehensive Income

for the year ending 30 June 2019

		Original Full Year Budget	Actuals as at 31 Dec 2018	*Full year Revised Budget in Last Update	Budget Adjustments Quarter 2	Proposed Full Year Revised Budget (RB)
	Budget Adjustment Notes	(\$'000)	(\$'000)	(\$'000)	(\$'000)	(\$'000)
<b>Income</b>						
Rates	1	30,122	30,085	30,114	13	30,127
Statutory Charges	2	674	404	674	2	676
User Charges	3	3,078	1,288	3,074	46	3,120
Grants, Subsidies and Contributions	4	1,845	1,285	1,969	175	2,144
Investment Income	5	238	197	268	25	293
Reimbursements	6	215	87	162	34	196
Other Income	7	1,016	777	1,091	113	1,204
Net Gain – Joint Ventures and Associates		0		0	0	0
<b>Total Revenues</b>		<b>37,188</b>	<b>34,123</b>	<b>37,352</b>	<b>408</b>	<b>37,760</b>
<b>Expenses</b>						
Employee Costs	8	13,445	6,373	13,440	245	13,685
Materials, Contracts and Other Expenses	9	15,444	6,354	15,608	72	15,680
Depreciation, Amortisation and Impairment	10	7,362	3,681	7,362	0	7,362
Finance Costs	11	855	263	855	0	855
Net Loss – Joint Ventures and Associations		0	0	0	0	0
<b>Total Expenses</b>		<b>37,106</b>	<b>16,671</b>	<b>37,265</b>	<b>317</b>	<b>37,582</b>
<b>Operating Surplus / (Deficit)</b>		<b>82</b>	<b>17,452</b>	<b>87</b>	<b>91</b>	<b>178</b>
Asset Disposal and Fair Value Adjustments	16	(51)	0	(51)	(13)	(64)
Amounts Received Specifically for New or Upgraded Assets	15	4,721	1,893	4,920	(3,008)	1,912
Physical Resources Received Free of Charge		282	0	282	0	282
<b>Net Surplus / (Deficit)</b>		<b>5,034</b>	<b>19,345</b>	<b>5,238</b>	<b>(2,930)</b>	<b>2,308</b>
Changes in revaluation surplus - infrastructure, property, plant and equipment		0	0	0	0	0
Infrastructure, property, plant and equipment Impairment (Expense)/Recoupments offset to Asset Revaluation Reserve		0	0	0	0	0
<b>Total Other Comprehensive Income</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Comprehensive Income</b>		<b>5,034</b>	<b>19,345</b>	<b>5,238</b>	<b>(2,930)</b>	<b>2,308</b>

\*Full Year Revised Budget is the First Quarter Budget Review for the year, adopted by Council at the November 2018 meeting.

# Statement of Financial Position

as at 30 June 2019

	Original Full Year Budget	Proposed Full Year Revised Budget (RB)
	(\$'000)	(\$'000)
<b>Assets</b>		
<b>Current Assets</b>		
Cash and Cash Equivalents	65	2,388
Trade and Other Receivables	3,123	2,872
Other Financial Assets	0	0
Inventories	116	255
Subtotal	3,304	5,515
Non-Current Assets Held for Sale	0	52
Total Current Assets	3,304	5,567
<b>Non-current Assets</b>		
Financial Assets	827	820
Equity Accounted Investments in Council Businesses	1,656	1,669
Infrastructure, Property, Plant and Equipment	368,436	374,885
Other Non-Current Assets	0	2,556
Total Non-current Assets	370,919	379,930
Total Assets	374,223	385,497
<b>Liabilities</b>		
<b>Current Liabilities</b>		
Trade and Other payables	2,912	3,157
Borrowings	1,821	1,855
Provisions	2,177	2,463
Total Current Liabilities	6,910	7,475
<b>Non-Current Liabilities</b>		
Borrowings	10,676	10,666
Provisions	737	809
Total Non-current Liabilities	11,413	11,475
Total Liabilities	18,323	18,950
Net Assets	355,900	366,547
<b>Equity</b>		
Accumulated Surplus	77,087	77,106
Asset Revaluation Reserve	269,261	279,857
Other Reserves	9,552	9,584
Total Equity	355,900	366,547

# Statement of Changes in Equity

as at 30 June 2019

	Accumulated Surplus (\$'000)	Asset Revaluation Reserve (\$'000)	Other Reserves (\$'000)	Total Equity (\$'000)
<b>Original Budget</b>				
Balance at end of previous reporting period 30 June 2019 (Original Budget 2018-19)	70,791	265,706	8,987	345,484
Restated opening balance (2017-18 Financial Statements)	72,142	260,704	9,463	342,309
Net Surplus / (Deficit) for year	5,034			5,034
Other Comprehensive Income	0	0	0	0
Gain on revaluation of infrastructure, property, plant and equipment	0	8,557	0	8,557
Transfer to accumulated surplus on sale of infrastructure, property, plant and equipment	0	0	0	0
Transfer between reserves	(89)	0	89	0
<b>Balance at the End of Period</b>	<b>77,087</b>	<b>269,261</b>	<b>9,552</b>	<b>355,900</b>

<b>Proposed Full Year Revised Budget (RB)</b>				
Balance at end of previous reporting period	70,791	265,706	8,987	345,484
Restated opening balance (2017-18 Financial Statements)	74,468	271,300	9,914	355,682
Net Surplus / (Deficit) for year	2,308			2,308
Other Comprehensive Income	0	0	0	0
Gain on revaluation of infrastructure, property, plant and equipment	0	8,557	0	8,557
Infrastructure, property, plant and equipment Impairment (expense)/recoupments offset to Asset Revaluation Reserve	0	0	0	0
Transfer to accumulated surplus on sale of infrastructure, property, plant and equipment	0	0	0	0
Transfer between reserves	330	0	(330)	0
<b>Balance at the End of Period</b>	<b>77,106</b>	<b>279,857</b>	<b>9,584</b>	<b>366,547</b>

# Statement of Cash Flows

as at 30 June 2019

	Original Full Year Budget	Proposed Full Year Revised Budget (RB)
	(\$'000)	(\$'000)
<b>Cash Flows from Operating Activities</b>		
<b>Receipts</b>		
Operating Receipts	36,950	37,467
Investment Receipts	238	293
<b>Payments</b>		
Operating payments to Suppliers and Employees	(28,890)	(29,366)
LandFill rehabilitation expense	(200)	(410)
Finance Payments	(855)	(855)
<b>Net Cash Provided by (or Used in) Operating Activities</b>	<b>7,243</b>	<b>7,129</b>
<b>Cash Flows from Investing Activities</b>		
<b>Receipts</b>		
Amounts Specifically for New or Upgraded Assets	3,345	536
Sale of Replaced Assets	346	383
Sale of Surplus Assets	389	494
Net Purchase of Investment Securities	0	0
Repayments of Loans by Community Groups	33	33
<b>Payments</b>		
Expenditure on Renewal / Replacement of Assets	(4,472)	(4,958)
Expenditure on New / Upgraded Assets	(14,977)	(15,639)
Net Purchase of Investment Securities	0	0
Loans made to Community Groups	0	(25)
<b>Net Cash Provided by (or Used in) Investing Activities</b>	<b>(15,336)</b>	<b>(19,176)</b>
<b>Cash Flows from Financing Activities</b>		
<b>Receipts</b>		
Loans Received	1,850	1,850
Proceeds from Bonds and Deposits	0	0
Finance Lease Funds	0	0
Proceeds from Internal Borrowings	3,380	3,380
<b>Payments</b>		
Repayments of Borrowings	(1,943)	(1,943)
Repayment of Bonds and Deposits	0	0
Repayment of Finance Lease Liabilities	0	0
Repayment of Internal Borrowings	(3,380)	(3,380)
<b>Net Cash Provided by (or Used in) Financing Activities</b>	<b>(93)</b>	<b>(93)</b>
<b>Net Increase / (Decrease) in Cash Held</b>	<b>(8,186)</b>	<b>(12,140)</b>
Cash and Cash Equivalents at Beginning of Period	8,251	14,528
<b>Cash and Cash Equivalents at End of Period</b>	<b>65</b>	<b>2,388</b>

# Annual Business Plan

## Operating Result - The Barossa Council (Excludes NCPA)

### Operations

	Original Full Year Budget	Actuals as at 31 Dec 2018	*Full year Revised Budget in Last Update	Budget Adjustments Quarter 2	Proposed Full Year Revised Budget (RB)
	(\$'000)	(\$'000)	(\$'000)	(\$'000)	(\$'000)
Income	35,366	33,288	35,530	408	35,938
Expenditure	35,320	15,856	35,479	317	35,796
Capital Amounts	4,721	1,893	4,920	(3,008)	1,912
Net Surplus (Deficit)	4,767	19,325	4,971	(2,917)	2,054

\*Full Year Revised Budget is the First Quarter Budget Review for the year, adopted by Council at the November 2018 meeting.

## Associated Entities – Subsidiary

### Operating Result - Nuriootpa Centennial Park Authority

**Responsibilities and Services Provided:** Established as a subsidiary of Council pursuant to Section 42 of the Local Government Act 1999, the Nuriootpa Centennial Park Authority manages and maintains the Nuriootpa Caravan Park and adjacent sporting and leisure facilities on behalf of Council.

The projected 2018-19 Income Statement for the Authority is included within Council's financial statements, contained within this document.

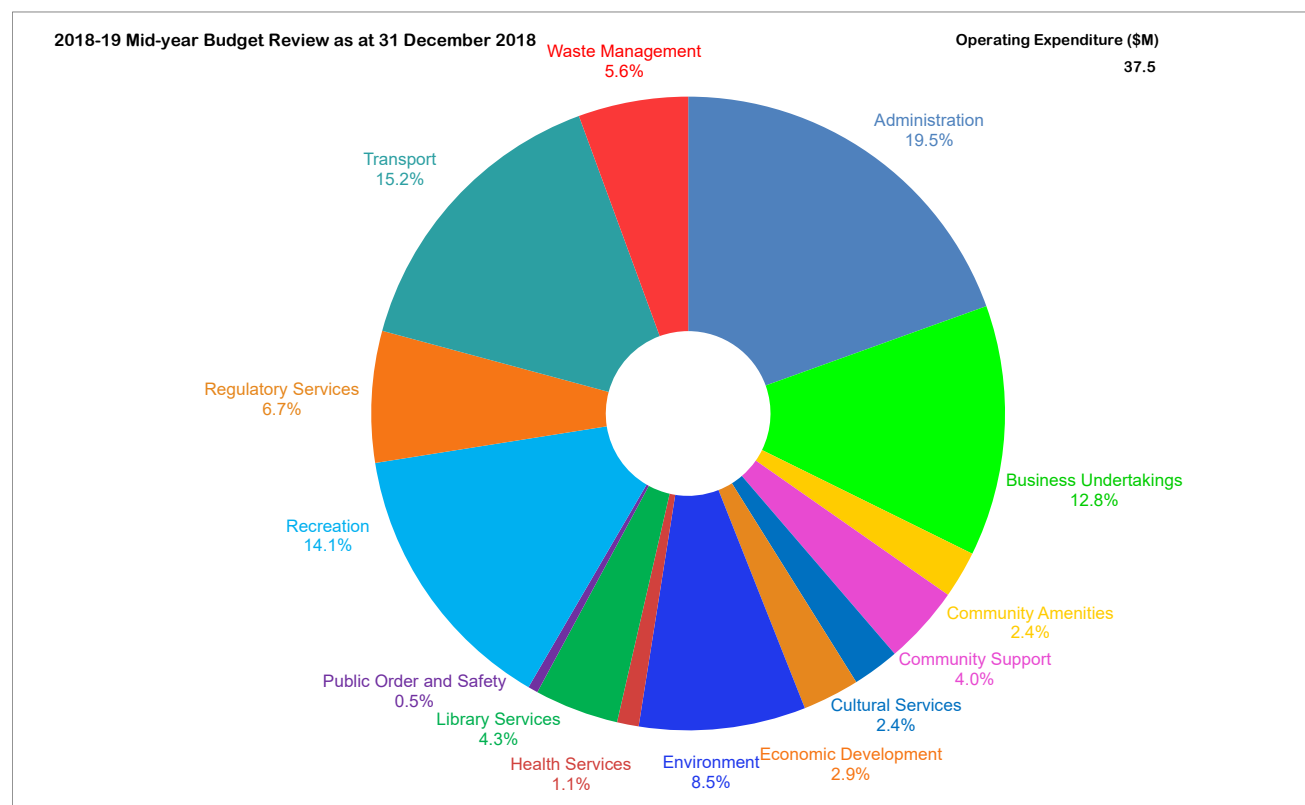
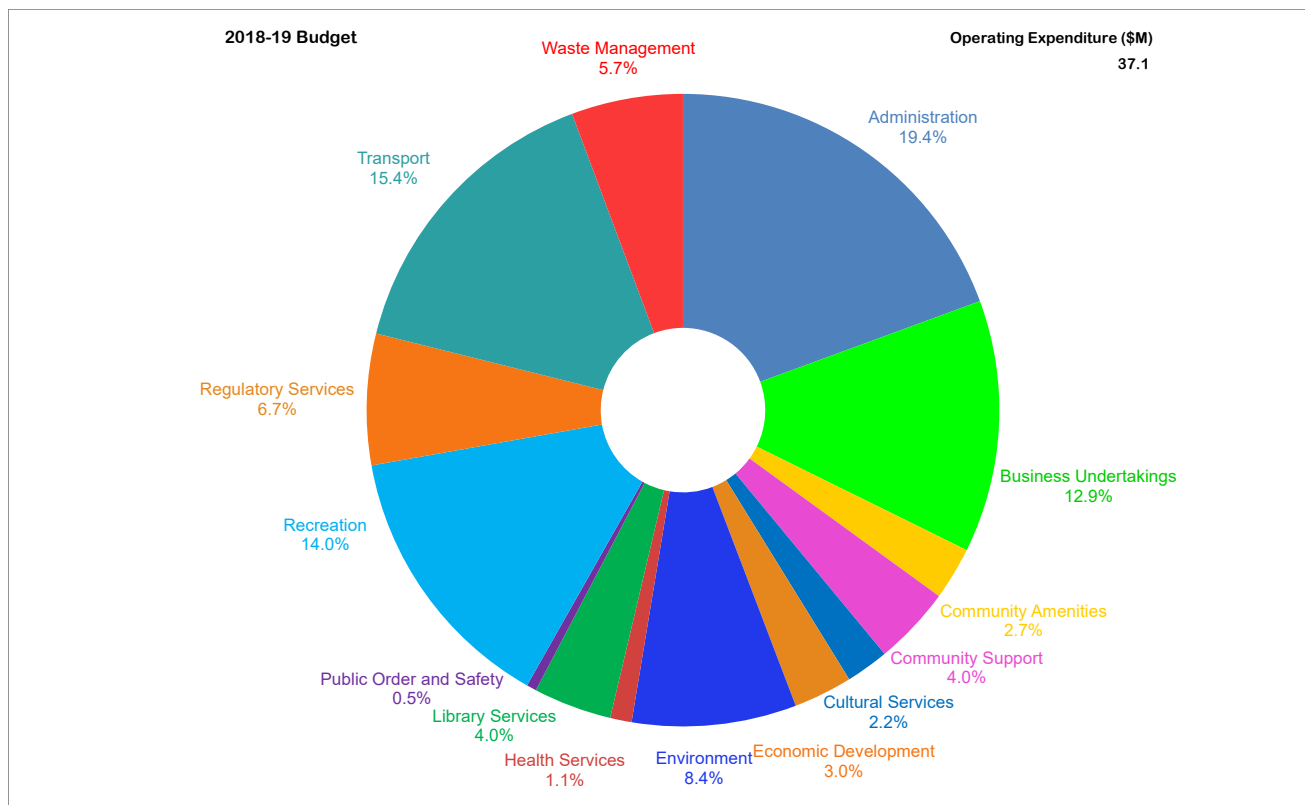
### Operations

	Original Full Year Budget	Actuals as at 31 Dec 2018	*Full year Revised Budget in Last Update	Budget Adjustments Quarter 2	Proposed Full Year Revised Budget (RB)
	(\$'000)	(\$'000)	(\$'000)	(\$'000)	(\$'000)
Income	1,822	835	1,822	0	1,822
Expenditure	1,786	815	1,786	0	1,786
Capital Amounts	0	0	0	0	0
Net Surplus (Deficit)	36	20	36	0	36

\*Full Year Revised Budget is the First Quarter Budget Review for the year, adopted by Council at the November 2018 meeting.

# Functional Reporting Operating Expenditure

The following graphs show Budget operating expenditure for the 2018/19 year by the following functions: Administration, Business Undertakings, Community Amenities, Community Support, Cultural Services, Economic Development, Environment, Health Services, Library Services, Public Order and Safety, Recreation, Regulatory Services, Transport, Waste Management.



Capital Program 2018/19					
Description	2018/19 Budget	Actuals as at 31 Dec 2018	Full Year Revised Budget (RB) in Last Update	Budget Adjustments Quarter 2	Proposed Full Year Revised Budget (RB)
<b>CORPORATE &amp; COMMUNITY SERVICES</b>	<b>8,003,151</b>	<b>547,565</b>	<b>8,698,999</b>	<b>(3,115,415)</b>	<b>5,583,584</b>
Community Services - Community Transport	52,000	0	52,000	0	52,000
Community Transport Vehicles	52,000	0	52,000	0	52,000
Library Services	68,830	5,360	68,830	0	68,830
Library Books	68,830	5,360	68,830	0	68,830
Barossa Regional Gallery	89,450	0	89,450	0	89,450
Barossa Regional Gallery Air Conditioning	89,450	0	89,450	0	89,450
Barossa Visitor Centre	14,091	0	14,091	0	14,091
Barossa Visitor Centre - Interpretative Display/Video Wall	14,091	0	14,091	0	14,091
Offices and Community Facilities	7,778,780	542,205	8,474,628	(3,115,415)	5,359,213
Hall Chairs Angaston	0	5,777	5,777	0	5,777
Angaston Railway Precinct - Entrance	27,231	2,810	27,231	0	27,231
Angaston Railway Precinct - Picnic and Market Area	429,400	15,420	438,886	0	438,886
Angaston Railway Precinct - Railway Station and Associated Works	652,494	29,079	733,621	72,500	806,121
Angaston Railway Precinct - Railway Carriage	0	0	0	7,500	7,500
Angaston Railway Precinct - Southern Bank Bike Track	97,460	15,420	98,280	0	98,280
Angaston Railway Precinct - Youth and Play Area	902,415	15,639	923,142	0	923,142
Building Renewal and Replacement	139,394	0	128,201	(6,253)	121,948
Curdnatta Recreation Park - Oval Irrigation Tank	0	15,700	11,193	0	11,193
Finance Budgeting Software	0	3,150	50,940	0	50,940
Lyndoch Recreation Park Interim Upgrade Oval Lights - (Funded from Developer Reserve)	20,000	0	20,000	0	20,000
Nuriootpa Office and Library Air Conditioning Renewal Program	70,000	16,123	116,473	0	116,473
Talunga Tennis Courts - Reseal/Drainage	40,000	0	40,000	0	40,000
Talunga Recreation Park Upgrade	0	1,236	0	0	0
Tanunda Recreation Park - Electrical Upgrade and Lighting	647,675	0	684,497	0	684,497
Tanunda Recreation Park - Oval Expansion	51,300	0	81,300	0	81,300
Tanunda Recreation Park - Show Hall Upgrade	561,745	0	596,600	0	596,600
The Big Project - Phase 1 Implementation - Buildings	1,946,266	300,851	1,897,266	(1,287,055)	610,211
The Big Project - Phase 1 Implementation - Recreation	2,000,000	0	2,000,000	(2,000,000)	0
The Big Project Implementation Costs	0	0	84,821	0	84,821
Lyndoch Recreation Park - The Big Project	0	0	35,000	0	35,000
Williamstown QVJP - The Big Project	0	0	45,000	0	45,000
Barossa Rugby Park - The Big Project	0	0	25,000	0	25,000
Talunga Park - The Big Project	0	0	49,000	0	49,000
Tanunda Recreation Park - The Big Project	0	0	35,000	0	35,000
Barossa Culture Hub - The Big Project	0	31,300	80,000	91,640	171,640
Angas Recreation Park - The Big Project	0	0	37,000	0	37,000
Nuriootpa Centennial Park - The Big Project	0	0	37,000	0	37,000
Williamstown Pool Replacement Sand Filters	80,000	0	80,000	0	80,000
Williamstown Queen Victoria Jubilee Park Retaining Wall behind Clubroom	75,000	61,058	75,000	(13,942)	61,058
Williamstown Queen Victoria Jubilee Netball Warm Up Area	15,000	0	15,000	13,942	28,942
Williamstown Soldiers Memorial Hall Air Conditioning	23,400	22,390	23,400	0	23,400
Talunga Park Toilet Facility	0	6,252	0	6,253	6,253
<b>DEVELOPMENT &amp; ENVIRONMENTAL SERVICES</b>	<b>22,569</b>	<b>0</b>	<b>22,569</b>	<b>0</b>	<b>22,569</b>
Barossa Bushgardens	22,569	0	22,569	0	22,569
Access Paths	10,000	0	10,000	0	10,000
Nursery Shed	6,659	0	6,659	0	6,659
Quad Bike	5,910	0	5,910	0	5,910
<b>NURIOOTPA CENTENNIAL PARK AUTHORITY</b>	<b>240,000</b>	<b>0</b>	<b>360,755</b>	<b>0</b>	<b>360,755</b>
Coulthrd Reserve Irrigation Bore	0	0	1,145	0	1,145
Hoffman Oval Female Change Rooms	180,000	0	157,118	0	157,118
Internal Roadworks	25,000	0	25,000	0	25,000
Nuriootpa Oval Renovation	0	0	142,492	0	142,492
Replacement Cleaners Van	35,000	0	35,000	0	35,000
<b>WORKS &amp; ENGINEERING</b>	<b>11,183,544</b>	<b>5,295,572</b>	<b>15,258,181</b>	<b>(627,388)</b>	<b>14,630,793</b>
Buildings	0	39,082	40,000	0	40,000
Depot Plant Shed Tanunda	0	39,082	40,000	0	40,000
Bridges	928,722	54,892	950,015	(23,965)	926,050
Melrose Street Footbridge Mount Pleasant	119,994	1,950	119,994	0	119,994
Williamstown Queen Victoria Jubilee Park Bridge	808,728	52,942	830,021	(23,965)	806,056
Community Wastewater Management System (CWMS)	916,725	65,964	1,009,725	(719,428)	290,297
CWMS Vehicle Replacement - Co-ordinator	36,000	33,800	36,000	0	36,000
CWMS Vehicle Replacement - Northern Operations	44,105	0	44,105	0	44,105
CWMS Control Systems	0	14,454	30,000	0	30,000
Mount Pleasant Gravity Mains Operation Construction of New Inspection Points (IP)	12,000	0	24,000	0	24,000
Mount Pleasant Gravity Mains Operation Emergency IP and Manhole Repairs/Replacement	11,320	0	11,320	0	11,320
Mount Pleasant Waste Water Treatment Plant	0	0	23,000	0	23,000
Nuriootpa Gravity Mains Operation Emergency Drain Repairs	20,000	0	40,000	0	40,000
Nuriootpa Gravity Mains Operation Emergency IP and Manhole Repairs/Replacement	11,320	0	11,320	0	11,320
Penrice Gravity Mains Operation Emergency IP and Manhole Repairs/Replacement	14,720	0	14,720	0	14,720
Springton Gravity Mains Operation Emergency IP and Manhole Repairs/Replacement	11,320	0	11,320	0	11,320
Tanunda Gravity Mains Operation Emergency Drain Repairs	20,000	3,545	28,000	0	28,000
Tanunda Gravity Mains Operation Emergency IP and Manhole Repairs/Replacement	11,320	6,723	11,320	0	11,320
Tanunda Waste Water Treatment Plant	724,620	5,192	724,620	(719,428)	5,192
Waste Water Treatment Plant Water Quality Upgrades	0	2,250	0	0	0

**Capital 2018/19 (Continued)**

<b>Description</b>	<b>2018/19 Budget</b>	<b>Actuals as at 31 Dec 2018</b>	<b>Full Year Revised Budget (RB) in Last Update</b>	<b>Budget adjustments Quarter 2</b>	<b>Proposed Full Year Revised Budget (RB)</b>
<b>Footpaths</b>	<b>1,538,622</b>	<b>1,070,808</b>	<b>2,534,991</b>	<b>32,550</b>	<b>2,567,541</b>
Alf Pellegrini Drive, Tanunda	0	0	39,555	0	39,555
Atze Parade Nuriootpa	17,650	14,694	17,650	0	17,650
Baird Street Nuriootpa	0	63,738	70,150	0	70,150
Barossa Street Nuriootpa	43,700	45,630	48,032	0	48,032
Basedow Road Tanunda	0	97,786	76,988	30,000	106,988
Bitter Crescent Lyndoch	0	22,273	20,078	0	20,078
Bridge Street Tanunda	0	5,950	0	0	0
Edward Street Springton	72,850	0	72,850	20,000	92,850
Elizabeth Street Tanunda	15,000	15,734	17,424	0	17,424
Gilbert Street Lyndoch	0	26,999	62,636	38,000	100,636
Greenock Road Nuriootpa	107,196	0	107,196	0	107,196
Jane Place Tanunda	0	90,158	163,527	(68,000)	95,527
Johnson Street Williamstown	0	13,958	15,447	0	15,447
Langmeil Road Tanunda	0	28,011	142,654	0	142,654
Lyndoch Valley Road Lyndoch	0	1,510	41,235	0	41,235
Maria Street Tanunda	0	94,256	99,540	0	99,540
Melrose Street Mount Pleasant	200,504	170,099	188,504	0	188,504
Murray Street Eden Valley	0	0	28,700	0	28,700
Murray Street Nuriootpa	58,200	38,641	58,200	0	58,200
Queen Street Williamstown	184,000	24,388	184,000	0	184,000
Robert Street Lyndoch	0	0	37,150	(37,150)	0
Shared Bike Path Nuriootpa	0	0	0	19,700	19,700
Tanunda Road Nuriootpa	0	9,984	0	0	0
Tanunda to Gawler Bike Track Connection - Rail Corridor	253,750	0	351,470	0	351,470
Tolley Reserve Nuriootpa	0	42,480	53,884	0	53,884
Truro Road Moculta	177,822	443	177,822	0	177,822
Victoria Terrace Williamstown	326,000	201,476	326,000	0	326,000
Washington Street Angaston	81,950	57,000	81,950	30,000	111,950
Wild Street Williamstown	0	0	37,829	0	37,829
Footpath Renewal Budget	0	5,600	14,520	0	14,520
<b>Motor Vehicles, Plant and Equipment</b>	<b>886,000</b>	<b>142,771</b>	<b>1,107,000</b>	<b>0</b>	<b>1,107,000</b>
Depot - Combination Roller	75,000	0	75,000	22,000	97,000
Depot - Minor Plant	35,000	0	35,000	(18,500)	16,500
Depot - Silver Series 600 Litre 3pl sprayer	0	0	0	5,978	5,978
Depot - Sprayer - Fire Ranger 1000L Trailer	0	0	0	10,022	10,022
Depot - Road Sweeper	375,000	0	375,000	(22,000)	353,000
Depot - Truck	0	2,550	100,000	0	100,000
Depot - Bobcat Grader Blade Attachment	0	0	11,000	2,500	13,500
Depot - Utes	105,000	110,358	182,350	0	182,350
Motor Vehicles Renewal	296,000	29,863	328,650	0	328,650
<b>Parks and Gardens</b>	<b>460,440</b>	<b>936,163</b>	<b>1,922,559</b>	<b>0</b>	<b>1,922,559</b>
Angaston Oval Works	40,414	98,672	111,566	0	111,566
Lyndoch Oval Works	53,716	79,237	99,788	0	99,788
Playground Equipment Upgrade	100,000	14,313	113,497	0	113,497
Sandy Creek Recreation Park Oval Works	0	2,445	0	0	0
Skate Parks	0	0	4,709	0	4,709
Stockwell Recreation Park Oval Works	15,000	0	15,000	0	15,000
Tanunda Recreation Park Oval Renewal Works	196,510	0	196,510	0	196,510
Tolley Reserve Nuriootpa Fencing	10,000	0	10,000	0	10,000
Williamstown Queen Victoria Jubilee Park Oval Works	44,800	23,428	106,565	0	106,565
Tanunda Land Adjacent Recreation Park Oval	0	714,184	720,000	0	720,000
Strategic Land Purchase	0	0	525,000	0	525,000
Williamstown Skate Park	0	3,884	19,924	0	19,924
<b>Road Resheeting</b>	<b>1,262,346</b>	<b>478,671</b>	<b>1,304,001</b>	<b>(40,000)</b>	<b>1,264,001</b>
Allendale Road Kalbeeba	43,523	66,335	43,523	28,145	71,668
Coppermine Road Springton	0	19,667	0	21,095	21,095
Craneford Road Eden Valley	249,592	16,318	249,592	(169,937)	79,655
Duck Ponds Road Moculta	126,315	134,894	126,315	(16,665)	109,650
Golf Course Road Mount Pleasant	0	1,339	0	0	0
Gruenberg Road Moculta	46,712	0	46,712	(46,712)	0
Hamiltons Road Springton	68,550	27,012	68,550	(35,924)	32,626
High Eden Road Eden Valley	21,318	0	21,318	(21,318)	0
Jutland Road Springton	129,719	0	129,719	(129,719)	0
Ken Hicks Road Mount Pleasant	20,841	28,006	20,841	11,278	32,119
Keyneton Road Moculta	119,159	12,199	119,159	(1,213)	117,946
Old Mill Road Nuriootpa	20,424	0	20,424	(20,424)	0
Pipeline Road Nuriootpa	24,409	13,834	24,409	(10,535)	13,874
Rocky Valley Road Angaston	82,877	34,985	82,877	(34,818)	48,059
Wild Street Williamstown	0	19,559	0	21,931	21,931
Rifle Range Road Tanunda	0	81,769	0	109,066	109,066
Concordia Road Concordia	0	6,178	0	32,684	32,684
Fennescy Road Concordia	0	3,158	0	20,682	20,682
Rosedale Scenic Road Rosedale	0	1,752	0	11,587	11,587
Teusner Road Concordia	0	2,980	0	18,525	18,525
Cookes Hill Road Springton	0	0	0	53,594	53,594
Shearers Road Eden Valley	0	9,643	0	26,448	26,448

Capital 2018/19 (Continued)					
Description	2018/19 Budget	Actuals as at 31 Dec 2018	Full Year Revised Budget (RB) in Last Update	Budget adjustments Quarter 2	Proposed Full Year Revised Budget (RB)
<b>Road Resheeting (continued)</b>					
Hearls Road Eden Valley	0	0	0	46,145	46,145
Humbles Road Mount Pleasant	0	0	0	38,848	38,848
Church Road Springton	0	0	0	94,962	94,962
Resheeting Budget	201,907	(957)	201,907	(87,725)	114,182
Road Shoulders Budget	107,000	0	148,655	0	148,655
<b>Road Sealing</b>	<b>2,574,862</b>	<b>1,509,963</b>	<b>3,053,823</b>	<b>27,150</b>	<b>3,080,973</b>
Charles Street Springton	0	27,017	57,727	0	57,727
Eckerts Street Springton	267,614	160,707	267,614	0	267,614
Edwards Street Springton	0	116,110	98,997	20,000	118,997
Gilbert Terrace Springton	290,522	282,471	290,522	0	290,522
Graetz Terrace Springton	413,381	48,946	413,381	0	413,381
Johannes Street Springton	149,280	101,929	149,280	0	149,280
Lucks Road Kalbeeba	311,930	214,419	319,047	(82,000)	237,047
MacDonnell Terrace Springton	0	145,934	132,925	52,000	184,925
Mildres Street Springton	0	125,303	163,195	0	163,195
Miller Street Springton	166,601	130,979	166,601	0	166,601
Rose Street Springton	150,221	93,189	150,221	0	150,221
William Street Springton	825,313	46,232	825,313	37,150	862,463
Talunga Recreation Park - Internal Roads	0	16,727	19,000	0	19,000
<b>Road Resealing</b>	<b>1,282,623</b>	<b>422,618</b>	<b>1,199,076</b>	<b>143,760</b>	<b>1,342,836</b>
Balmoral Road Cockatoo Valley	0	877	0	0	0
Kalimna Road Nuriootpa CWMS Trench Reconstruction	203,540	80,448	203,540	197,543	401,083
Light Pass Road Tanunda	240,000	19,846	240,000	0	240,000
Needles Road Williamstown	0	(466)	0	0	0
Para Wirra Road Williamstown	195,000	164,170	195,000	(20,000)	175,000
Stockwell Road Angaston	34,083	0	34,083	(34,083)	0
Stockwell Road/Carrara Hill Intersection	440,000	3,023	331,453	0	331,453
Tanunda to Gawler Bike Track Reseal	100,000	80,279	100,000	(19,700)	80,300
Nuriootpa Soldiers Memorial Hall Car Park Sealing	70,000	59,747	70,000	20,000	90,000
Valley Road Angaston	0	14,694	25,000	0	25,000
<b>Stormwater</b>	<b>1,253,204</b>	<b>410,747</b>	<b>1,651,438</b>	<b>(47,455)</b>	<b>1,603,983</b>
Car Parking/Drainage adjacent Williamstown Primary School	66,304	600	66,304	0	66,304
Drainage Inlet Capacity Upgrades	65,000	59,077	88,956	0	88,956
Floodwall Nuriootpa	0	4,961	52,455	(47,455)	5,000
James Sim Court Kalbeeba Drainage	0	4,055	10,785	0	10,785
Newcastle Street Angaston Drainage	738,900	322,746	738,900	0	738,900
Nuriootpa Township Stormwater Management Plan	0	720	60,000	0	60,000
Springton Drainage	0	1,252	27,000	0	27,000
Yettie Road Williamstown Drainage Upgrade	173,000	5,429	218,913	0	218,913
Calton Road to Hameister Court Drainage Kalbeeba	210,000	11,907	388,125	0	388,125
<b>Streetscaping</b>	<b>80,000</b>	<b>163,893</b>	<b>485,553</b>	<b>0</b>	<b>485,553</b>
Mount Pleasant Main Street	80,000	163,893	294,151	0	294,151
Murray Street Angaston	0	0	191,402	0	191,402
<b>Budget Capital Total</b>	<b>19,449,264</b>	<b>5,843,137</b>	<b>24,340,504</b>	<b>(3,742,803)</b>	<b>20,597,701</b>

Grants, Contributions and Asset Sales 2018/19					
Description	2018/19 Budget	Actuals as at 31 Dec 2018	Full Year Revised Budget (RB) in Last Update	Budget Adjustments Quarter 2	Proposed Full Year Revised Budget (RB)
<b>CORPORATE &amp; COMMUNITY SERVICES</b>	<b>(4,894,787)</b>	<b>(1,279,343)</b>	<b>(5,099,487)</b>	<b>3,024,094</b>	<b>(2,075,393)</b>
Land Sales	(388,900)	(114,778)	(493,900)	0	(493,900)
Vehicle and Equipment Trade-in Sales	(341,053)	(59,125)	(394,553)	16,500	(378,053)
Motor Vehicles/Plant \$324,553, Motor Vehicle \$16,500 (Carried Forward)					
Tanunda Recreation Park - Contribution to Lighting	(98,000)	0	(98,000)	0	(98,000)
Angaston Railway Precinct Open Space Project Grant Funding (Carried Forward)	(1,055,750)	(1,101,950)	(1,101,950)	0	(1,101,950)
The Big Project - Phase 1 Implementation Regional Growth Fund (RGF) Grant Funding (subject to funding approval)	(3,011,084)	0	(3,011,084)	3,011,084	0
Generational Investment in The Barossa - Other Contributions	0	(3,490)	0	(3,490)	(3,490)
<b>NURIOOTPA CENTENNIAL PARK AUTHORITY</b>	<b>(5,000)</b>	<b>0</b>	<b>(5,000)</b>	<b>0</b>	<b>(5,000)</b>
Vehicle Trade-in Sale	(5,000)	0	(5,000)	0	(5,000)
<b>WORKS &amp; ENGINEERING</b>	<b>(556,304)</b>	<b>(786,523)</b>	<b>(709,045)</b>	<b>0</b>	<b>(709,045)</b>
Newcastle Street Drainage Contribution	(25,000)	0	(25,000)	0	(25,000)
SLGIP Grant Funding - Footpaths (Carried Forward)	(160,000)	(160,000)	(160,000)	0	(160,000)
SLGIP Grant Funding - Roads (Carried Forward)	(160,000)	(160,000)	(160,000)	0	(160,000)
Car Parking and Drainage adjacent Williamstown Primary School Grant Funding	(31,304)	(31,304)	(31,304)	0	(31,304)
CWMS Developer Contributions	(180,000)	(190,311)	(180,000)	0	(180,000)
Streetscaping Mount Pleasant Main Street/Murray Street Angaston	0	(90,241)	(90,241)	0	(90,241)
Tanunda to Gawler Bike Track Connection - Rail Corridor	0	(50,000)	(50,000)	0	(50,000)
Sealed Roads Developer Contributions	0	(7,347)	(12,500)	0	(12,500)
Parks and Gardens Developer Contributions	0	(97,320)	0	0	0
<b>Grand Total</b>	<b>(5,456,091)</b>	<b>(2,065,866)</b>	<b>(5,813,532)</b>	<b>3,024,094</b>	<b>(2,789,438)</b>

## COUNCIL

### CORPORATE AND COMMUNITY SERVICES

#### DIRECTOR REPORT

19 FEBRUARY 2019

#### 7.3.1 DEBATE AGENDA – DIRECTOR CORPORATE AND COMMUNITY SERVICES

##### 7.3.1.1

##### THE BIG PROJECT (GENERATIONAL COMMUNITY INFRASTRUCTURE PROJECT) – QUARTERLY UPDATE REPORT – QUARTER 9 – NOVEMBER 2018 TO JANUARY 2019 B5601

#### **PURPOSE**

To provide a progress update to Council following completion of Quarter 9 (November 2018 to January 2019) of the implementation of “The Big Project” – Generational Community Infrastructure Project (the Project).

#### **RECOMMENDATION**

That Council receive and note the Quarter 9 Report: November 2018 to January 2019 inclusive, in respect of progress on “The Big Project” – Generational Community Infrastructure Project and incorporating summary of work completed Ref: 19/7163.

#### **REPORT**

##### Background

At its Meeting on the 18 December 2018, Council resolved that:

**MOVED** Cr de Vries 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.

**Seconded** Cr Boothby

**CARRIED 2018-22/67**

##### 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 9 report period is provided as Attachment 1.

##### Summary and Conclusion

The Quarter has seen relatively low levels of activity with resources also allocated to Council Induction and briefing processes; the Christmas break and cover for Chief Executive Officer leave and officer leave commitments.

The focus of direct project activity has been around Angaston Railway Station implementation; the purchase of the Prider Street land at the rear of Nuriootpa Centennial Park for future soccer facilities; the Building Better Region Fund and State Regional Growth Fund grant application processes and associated detailed design development work for the Barossa Culture Hub.

### Angaston Railway Station

The contract for the restoration of the railway station building and platform has been let to Gforce construction. Contract Award meeting took place on the 1 February and site establishment will commence during the month.

The outcome of the Expression of Interest process for the potential use of the station building is the subject of a separate Agenda report.

The development of the detailed design for the remainder of the site is being done as a separate package and is at 50% completion and in the process of staged costing. The plans to date will be available for community viewing at a drop in session at the Angaston Town Hall annex on the 13 February.

The recently purchased railway carriage is secured on site.

### Grant Funding

Outcome of Building Better Region Fund and State Regional Growth fund applications unknown.

The Office of Recreation and Sport Grassroots Football, Cricket and Netball Facility Program fund closes on the 27 February. Officers are working through options for presentation to Council to determine application priorities.

### Barossa Culture Hub detailed design development

To support the grant application and progress development in the event of a successful outcome, detailed design work is continuing to development application stage.

### Masterplanning – Stockwell Recreation Park

The draft master plan approved for consultation by the previous Council has now been released for a consultation process following the conclusion of the Caretaker Period and the main holiday season. This will be the subject of separate reports to Council at the conclusion of the consultation period on 1 March 2019.

## **ATTACHMENTS OR OTHER SUPPORTING REFERENCES**

Attachment 1: The Big Project – Quarterly Update Report – Q9 (November 2018 to January 2019) Ref: 19/7163

## **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.

Prioritisation of projects for future funding by Elected Members will occur during the February to April 2019 report period. Previous prioritisation of projects to date has been based on specific funding application criteria.

#### **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.

### **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.

Community consultation on the Stockwell Recreation Park master plans is underway in accordance with the adopted Consultation Plan and concludes on the 1 March 2019.

A drop in session for the community to view the 50% detailed design of the play and recreational spaces for the Angaston Railway Station has been scheduled for the 13 February 2019 and officers will also be attending one day of the Angaston Show.

Jo Thomas –Director Corporate & Community Services – DCCS (allocated @ 0.4 FTE) - Acting CEO 25 Dec to 11 Jan inclusive / leave 14 to 28 Jan inclusive

Rebecca Tappert – Manager Community Projects – MCP (allocated @ 0.5FTE)

Project	November 2018	December 2018	January 2019
Recreation Parks			
Southern Barossa Sporting Hub	No further activity	No further activity	No further activity
Tanunda Rugby Precinct	No further activity	No further activity	No further activity
Talunga Park / Old Talunga Park Master Plan Update	No further activity	No further activity	No further activity
Nuriootpa Centennial Park and Coulthard Reserve Master Plan	<ul style="list-style-type: none"> <li>Purchase of land Prider Street</li> </ul>	<ul style="list-style-type: none"> <li>Settlement of land Prider Street</li> </ul>	<ul style="list-style-type: none"> <li>No further activity</li> </ul>
Tanunda Recreation Park Master Plan	<ul style="list-style-type: none"> <li>28.11 – site meeting Elected Members Tanunda Show Hall</li> </ul>	No further activity	<ul style="list-style-type: none"> <li>Review meeting Architects for Accelerated works items</li> </ul>
Stockwell Recreation Park Master Plan	<ul style="list-style-type: none"> <li>Council endorsed draft masterplan for community consultation</li> </ul>	<ul style="list-style-type: none"> <li>Development of consultation materials</li> </ul>	<ul style="list-style-type: none"> <li>Promotion of consultation period 30 January – 1 March 2019</li> </ul>
Angas Recreation Park Master Plan	No further activity	No further activity	No further activity
Murray Recreation Park Master Plan	No further activity	No further activity	No further activity
SACA / SANFL / CA MOU	No further activity	No further activity	No further activity
Arts Culture Heritage Tourism			
Barossa Culture Hub	<ul style="list-style-type: none"> <li>1.11.18 – ongoing Detailed Design Development – meeting Architects</li> <li>7.11.18 – Working Group meeting</li> <li>Multiple Stakeholder meetings to facilitate grant application</li> <li>Development and submission of Building Better Regions Fund Application</li> <li>Application Submission 15.11.18</li> <li>Submission of Application to State Govt (PIRSA) for Regional Development Fund (Continuing</li> </ul>	<ul style="list-style-type: none"> <li>10.12 catch up Margaret Lehmann culture hub draft plans</li> <li>11.12 Regional Accelerator Music Program Roundtable - Music Development Office, Dept for Industry and Skills</li> <li>13.12 Working Group design meeting</li> <li>Update meeting – Tanunda Club</li> </ul>	<ul style="list-style-type: none"> <li>29.1 update design work – Barossa Players Theatre Group</li> <li>30.1 site visit – Barossa Players Theatre Group</li> <li>31.1 Working Group detailed design meeting</li> </ul>

	Infrastructure Funding Stream) – Application Submission 23.11.18		
Angaston Railway Precinct	<ul style="list-style-type: none"> <li>Station Building Restoration Works – Drafting and administration of tender process</li> <li>Railway Precinct Upgrade – various onsite design meetings</li> <li>Purchase of railway wagon from National Motor Museum</li> </ul>	<ul style="list-style-type: none"> <li>Station Building Restoration Works – Completion of tender process and report to Council for contingency budget</li> <li>Railway Precinct Upgrade – project working group meeting at 50% design stage</li> </ul>	<ul style="list-style-type: none"> <li>Station Building Restoration Works - Contract negotiation and execution</li> <li>Railway Precinct Upgrade – Costing of 50% design documentation</li> </ul>
Heritage Tourism Trails	Linked to Culture Hub and Regional Cycle Path initiatives	Linked to Culture Hub and Regional Cycle Path initiatives	Linked to Culture Hub and Regional Cycle Path initiatives
Cycle / Leisure Tourism			
Warren Reservoir	Operational	Operational	operational
Skate Park Strategy	<ul style="list-style-type: none"> <li>Implementation Williamstown pump track</li> </ul>	<ul style="list-style-type: none"> <li>Opening of Williamstown pump track</li> </ul>	
WQVJP Outdoor Activity Centre	No further activity	No further activity	No further activity
Regional Cycle Paths		<ul style="list-style-type: none"> <li>20.12 Regional Cycle Trail Working Group Meeting</li> </ul>	<ul style="list-style-type: none"> <li>Development work – Open Space Grant Application</li> <li>Final extension Project Officer secondment</li> </ul>
Events	No further activity	No further activity	No further activity
Equestrian and Walking Trails Network	Linked to Regional Cycle Path initiative	Linked to Regional Cycle Path initiative	Linked to Regional Cycle Path initiative
Aquatic Strategy			
Strategy Development	Draft 60% complete	Draft 60% complete	Draft 60% complete
Nuriootpa Pool	Draft 60% complete	No further activity	No further activity
WQVJP Pool	No further activity	No further activity	No further activity
The Rex	No further activity	No further activity	No further activity
Other			
Workshops / Council reports general / progress meetings - internal	<ul style="list-style-type: none"> <li>Weekly Big Project review meetings Manager Community Projects</li> <li>Preparation and presentation of Induction materials – New Council</li> </ul>	<ul style="list-style-type: none"> <li>Weekly Big Project review meetings Manager Community Projects</li> <li>10.12 Tour of region with Mayor</li> <li>18.12 Quarterly report to Council Meeting (Q8) – deferred from</li> </ul>	<ul style="list-style-type: none"> <li>Weekly Big Project review meetings Manager Community Projects</li> </ul>

		November for presentation to new Council <ul style="list-style-type: none"> <li>18.12 Council Report - Allocation of Elected Member Representatives to Working Groups and renewal of Terms of Reference</li> </ul>	
RDA Barossa / other			
Promotion		<ul style="list-style-type: none"> <li>Initiate brand development</li> </ul>	
CEO governance / briefing	Monthly and ad hoc catch up sessions with DCCS	Monthly and ad hoc catch up sessions with DCCS	Ad hoc catch up sessions with DCCS
Funding / Lobbying	<ul style="list-style-type: none"> <li>27.11 Feedback session Federal Government – Regional Growth Fund Application (CEO/DCCS)</li> <li>28.11 Next stage planning – post RGF – meeting with Section 51 consultants</li> </ul>		<ul style="list-style-type: none"> <li>Presentation development Council Workshop 6.2.19</li> </ul>
The Big Project Working Group & Council Governance / Meetings	<ul style="list-style-type: none"> <li>6.11 Big Project Working Group meeting prior to Council Meeting</li> </ul>		<ul style="list-style-type: none"> <li></li> </ul>
Feasibility Report Development	<ul style="list-style-type: none"> <li>Weekly development meetings</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing development</li> </ul>	<ul style="list-style-type: none"> <li>No further activity</li> </ul>

**COUNCIL**

**CORPORATE AND COMMUNITY SERVICES**

**DIRECTOR REPORT**

**19 FEBRUARY 2019**

**7.3.1 DEBATE AGENDA – DIRECTOR CORPORATE AND COMMUNITY SERVICES**

**7.3.1.2**

**CUSTOMER SERVICE CHARTER AND CUSTOMER SERVICE POLICY**  
**B8422**

**PURPOSE**

To seek adoption of The Barossa Council Customer Service Charter and release of the draft Customer Service Policy for public consultation.

**RECOMMENDATION**

That Council:

- (1) Adopt the draft Barossa Council Customer Service Charter.
- (2) Approve the release of the draft Customer Service Policy for public consultation commencing 20 February 2019 and concluding 5pm 25 March 2019.
- (3) Approve the draft Consultation Plan ref: 19/8731.
- (4) Require Officers to bring a further report to Council with the outcome of the consultation and recommendations following conclusion of the consultation period.

**REPORT**

**Background**

A cornerstone project of Council's Change Program is the Customer Service Reboot Project. This project aims to build an organisation that values our customers and provides the right people, efficient processes and systems to deliver quality customer experiences.

A key project deliverable is to establish and implement a Customer Service Charter that defines Council's values for customer service/experience and agreed customer service standards. A supporting policy, processes and systems are also being developed to deliver on those standards.

In accordance with requirements set out in the Local Government Act 1999, Council currently has a Request for Service Policy and Complaints Handling Policy that address core elements of our relationship with our customers; however, whilst they meet minimum legislative requirements, it is identified that these documents could be more customer centric and oriented towards delivering on agreed customer service standards.

Through Council's Change Program, the organisation has identified that there is an opportunity to continue to refine and develop our current approach to ensure our

customers are at the centre of the things we do, to simplify our approach and communication whilst still ensuring compliance with relevant legislation. Officers are re-examining established ways of doing business to ask “why” we are doing things in a particular way? Whether that best serves the needs of our customers? How we may be able to simplify and improve the experience customers have when they do business with us and apply that consistently across the organisation?

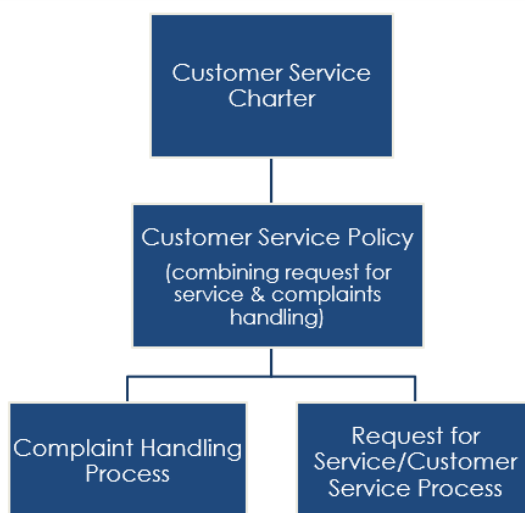
### Discussion

The objectives of Council's Customer Service Reboot Project are based on findings and recommendations arising from the various organisational reviews and strategic planning undertaken over the past few years, largely driven by the LKS Service Review.

Having identified an opportunity for the introduction of consistent, organisational wide expectations, processes and systems to improve our customers' experience, the project aims to achieve the following objectives:

- To set, demonstrate and measure Council's Standard of customer service to deliver agreed Service Levels
- To increase the capacity for staff to deliver a consistent, quality response to customers in accordance with agreed Service Levels
- To embed a shared responsibility and understanding of customer service and customer experience management and accountability across the organisation
- To embed a customer service experience that reflects where practicable the individual needs of our customers
- To improve the use of systems to provide quality customer services and experiences
- To develop an understanding of who our customers are and what they need; customer value and demand; and use this information in decision making and to develop customer service/experience improvements
- To ensure that our processes and systems make it easy to do business with us
- To capture additional opportunities and initiatives for inclusion in the broader Change Program as they arise

In order to deliver on these objectives, a new framework has been developed for organisational-wide Customer Service that puts the customer at the centre of everything we do. This customer centric orientation is a core thread carried throughout the framework, with the introduction of a Customer Service Charter, creation of a new Policy approach and development of supporting processes and systems. The following diagram sets out the framework model.



The Customer Service Charter aims to set universal customer service standards that are understood by both officers and customers and delivered consistently across the organisation. The Charter is also an important tool in driving an organisational culture where customer service and support is everyone's responsibility.

The Charter sets out a vision, core values based on our broader organisational values, and sets out our commitment to our customers. It is both an inward facing document to guide officers and an outward facing document to reflect our customers' expectations and guide their interactions with Council.

The introduction of a Customer Service Charter and commitment to the imbedding of a customer centric approach has highlighted the opportunity to review our current policy arrangements, with a view to bringing together multiple customer service related policies into a single policy, simplifying our advice and providing clearer direction on how we will treat Requests for Service, Feedback and Complaints.

As such, Council's existing Request for Service and Complaints Policies have been reviewed and amalgamated into a draft Customer Service Policy. The draft Policy still captures core information required under various Acts; however it is written in plain English and guides customers' entry point for interaction with Council, with further detail embedded in supporting processes.

Following adoption of the Customer Service Charter and Customer Service Policy, administrative processes and systems will be reviewed and updated to ensure delivery of the agreed standards. In support of this work, Officers are currently mapping the existing journey and experience of our customers through a sample of different service requests (eg pothole report, event application etc) to determine how we currently operate; how we can simplify and improve within our available resources; to clarify roles and responsibilities across the organisation for the provision of feedback and communication; and how we facilitate an ongoing dialogue with our customers regarding our performance.

#### Summary and Conclusion

A key deliverable of the Customer Service Reboot Project under the auspices of the Change Program, is the development of a Customer Service Charter and Customer Service Policy. The Charter is presented for adoption and promotion both internally and externally. The Policy document is presented for approval to release for community consultation for the period 20 February 2019 to 25 March 2019 and supported by the draft Consultation Plan.

#### **ATTACHMENTS OR OTHER SUPPORTING REFERENCES**

Attachment 1: The Barossa Council Customer Service Charter 19/85745

Attachment 2: Draft Customer Service Policy 19/18/85702

Attachment 3: Draft Community Consultation Plan 19/8731

#### **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.

6.6 Define and deliver on agreed Customer Service Standards for Council service delivery.

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

## **FINANCIAL, RESOURCE AND RISK MANAGEMENT CONSIDERATIONS**

### Financial Considerations

The cost of community consultation will be met from the existing Administrative Services Marketing budget line 463-820. The Change Program Project has approved funding to cover the agreed costs of related project development and implementation work and is managed by the Chief Executive Officer.

### Resources

The Customer Service Charter and Customer Service Policy will be implemented within existing resources and currently through the approved Change Program Project work.

### Risk Management

The Change Program project is a risk management tool to support Council's administrative compliance and the associated reputation of the organisation.

## **COMMUNITY CONSULTATION**

The Customer Service Policy will be released for public consultation from 20 February 2019 to 25 March 2019, in accordance with legislative requirements and Council's Public Consultation Policy.

A draft Community Consultation Plan detailing the proposed approach to the consultation process is provided as Attachment 3.

## **CUSTOMER SERVICE CHARTER**

### **OUR CUSTOMER SERVICE VISION**

The Barossa Council values our Customers and strives to provide the right people, efficient processes and systems to deliver a quality customer experience.

### **OUR VALUES**

- **ACCOUNTABILITY** – We will competent reliable and responsive.
- **RESPECT** – We will treat you with courtesy and understanding.
- **HONESTY & INTEGRITY**- We will be transparent and ethical in our dealings with you and make decisions to benefit the community and future generations.
- **TEAMWORK**- We will work together to achieve your request in an efficient and effective way.

### **OUR COMMITMENT TO YOU**

Regardless of the way you choose to interact with us, we....

- will greet you in a timely manner and provide you with professional, polite and attentive service.
- will be realistic about what we can do and in what timeframe.
- will listen to your enquiry and ask questions with the aim to resolve your enquiry at first contact, but if we can't, we will get back to you in a timely manner consistent with policy – and keep you informed of progress.
- may not always be able to completely satisfy your request, but we will explain clearly the decision or outcome.
- will seek your feedback on our service to make sure that we are delivering a quality experience to you.

### **HELP US HELP YOU**

We ask that you...

- treat us with respect
- let us know when your situation changes – e.g. your address or personal details change.
- provide us with complete and accurate information relating to your enquiry.
- respect community property.
- understand that we may not be able to resolve matters outside of our control, but we will assist you to escalate or redirect your matter to an appropriate place.

### **CONTACT US**

To access our services or give us feedback on the things that we do...

Principal Office

43-51 Tanunda Road,

PO Box 867,

NURIOOTPA SA 5355

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

WEBSITE: [www.barossa.sa.gov.au](http://www.barossa.sa.gov.au)

PHONE: 08 8563 8444

FAX: 08 8563 8461

Please access additional Charter's relating to specific services via Council's website.

# THE BAROSSA COUNCIL

## CUSTOMER SERVICE POLICY



### 1. Purpose

- 1.1 The Barossa Council values our Customers and we are committed to delivering a quality Customer experience. We believe that listening to and learning from our Customers is the best way to achieve this.
- 1.2 In accordance with Section 270 of the Local Government Act 1999, this Policy provides guidance on our response to Requests for Service or for the improvement of a Service delivered by us and to provide direction on the handling of Feedback and Complaints.

### 2. Scope

- 2.1 This Policy applies to all Workers and Elected Members and relates to:
- All Customer interactions.
  - All Requests for Service, Feedback and Complaints to Council from Customers.
- 2.2 We acknowledge that other council policies or legal mechanisms may apply in addition to or instead of this policy. We will advise you at the outset as to which is the most appropriate avenue to resolve your Complaint or Request for Service and guide you through the process.

### 3. Definitions

Complaint	An expression of dissatisfaction with Council's Policies, Processes, Fees and Charges, Workers, Elected Members, quality of Service or goods sold or provided which requires a formal response.
Customer	A user of products and/or Services of the Council.
Customer Service	The manner in which Council interacts with its Customers.
Feedback	Positive or negative information from Customers regarding their experience with Council which is used as a basis for continuous improvement.
Level of Service	A measurable and quantifiable standard to which it is anticipated or planned that a Service will be provided. The Level of Service is dependent on the resources and priorities determined by the Council and taking into account legal obligations.
Request for Service	An application to have Council or its Workers take some form of action to provide or improve a Council Service.
Service	An action received and/or experienced by the Customer from the Council.
Worker	A person is a Worker if the person carries out work in any capacity for a person conducting a business or undertaking, including work as; <ul style="list-style-type: none"> <li>a) an employee; or</li> <li>b) a contractor or sub-contractor; or</li> <li>c) an employee of a contractor or sub-contractor; or</li> <li>d) an employee of a labour hire company who has been assigned to work in the person's business or undertaking; or</li> <li>e) an outworker; or</li> <li>f) an apprentice or trainee; or</li> </ul>

	g) a student gaining work experience: or h) a volunteer of Council: or i) a person of a prescribed class. (as defined in the WHS Act, 2012 (7)).
Unreasonable Conduct	Unreasonable conduct may include unreasonable persistence or demands, lack of co-operation, argumentative, abusive or threatening behaviour, or conduct that puts our Workers, equipment or resources at risk of harm or injury.

#### 4. Policy Statement

- 4.1 This Policy aligns with our Customer Service Charter. We value our Customers and strive to provide the right people, efficient processes and systems to deliver a quality Customer experience. We recognise the importance of Feedback and Complaints, regarding them as opportunities to improve.

#### 5. Guiding Principles

- 5.1 Our Customer Service Charter is underpinned by the following values:
- **Accountability** – We will be competent, reliable and responsive.
  - **Respect** – We will treat our Customers with courtesy and understanding.
  - **Honesty and Integrity** – We will be transparent and ethical in our dealings with you and make decisions to benefit the community and future generations.
  - **Teamwork** – We will work together to action your Request/Feedback/Complaint in the most efficient and effective way, taking into account our adopted Policies and legal obligations.

#### 6. Requests for Service

- 6.1 We acknowledge the diversity of our community and understand that everyone has individual rights and needs. Our aim is to offer quality Customer Service to provide straightforward and logical access to our Services, facilities and information.
- 6.2 We recognise that you may wish to contact us in a variety of ways and we are committed to providing choice about how you can access our Services. You can contact us via:
- Our Websites and Social Media
  - Telephone
  - Email
  - In Person
  - Mail
  - Petitions
- 6.3 Our systems enable the logging, allocating, tracking and reporting of Requests for Service. We use the system to measure our performance in the completion of your Requests for Service. For most Requests for Service, contact names, addresses or phone numbers are required to confirm information or if necessary to obtain additional information. We may not accept or investigate anonymous Requests for Service; however it depends on the nature of the information you provide and the severity of the situation or the Service requested. Our Privacy Policy provides further information on how we collect, use and store Personal Information.
- 6.4 Petitions should be legibly written or typed or printed, clearly set out the request/submission of petitioners, include the name and address of each person who signed or endorsed the petition, be addressed to council and delivered to the principal

office. If your Petition does not comply with these requirements it may not be accepted. Your Petition will be actioned in accordance with legislation and Council's Privacy Policy.

6.5 In determining how to respond to a Request for Service, we will consider the following:

- Council's Strategic Management Plans and Annual Budget and Business Plan.
- Adopted Levels of Service
- An assessment of risk
- Statutory responsibilities.

<b>7.</b>	<b>Customer Feedback and Complaints</b>
-----------	-----------------------------------------

7.1 Quality Customer Service is efficient, fair, impartial and responsive. We aim to provide quality Customer Service whilst responding to Feedback and Complaints. We are committed to learning from and listening to our customers.

7.2 We have professional Workers committed to managing your Feedback and Complaints confidentially and as efficiently as possible in accordance with our processes and legal obligations. If you are making a Complaint, your identity will be made known only to those who need to know for the purpose of investigating and resolving the Complaint.

7.3 We will endeavour to be consistent, fair and amicable in facilitating an outcome to your Complaint or Feedback. Outcomes will be proportionate and appropriate to the circumstances. They may include providing the desired service, changing a decision, issuing an apology or providing compensation (only where loss and suffering is considered to be substantial) and will be determined in accordance with our supporting processes.

7.4 Where we are unable to satisfactorily address your Complaint, you may exercise your right to request an Internal Review of Council Decision or where appropriate, consider mediation, conciliation or neutral evaluation under section 271 of the *Local Government Act 1999* (the costs of which may be shared between you and Council). Alternatively you may consider another option as outlined in Section 8.1.

7.5 We may be limited in our authority to respond to those Complaints that are governed by legislation or statutory review. When you advise us of a problem outside of our jurisdiction, you may be referred to the appropriate agency.

7.6 We will treat all Complaints we receive seriously. However, where we deem your conduct is unreasonable we reserve the right to cease communicating with you and take reasonable action as required.

<b>8.</b>	<b>Other Options</b>
-----------	----------------------

8.1 Whilst we prefer to address your Complaint directly, you may choose to raise your Complaint with the following agencies:

- Ombudsman SA
- Office of Public Integrity
- Independent Commission Against Corruption (ICAC)
- Minister for Local Government
- Water Industry Ombudsman
- Court or Tribunal
- Journalist or Member of Parliament (in accordance with the *Public Interest Disclosure Act 2018*, where applicable)
- South Australian Civil and Administrative Tribunal

- Or any other relevant authority

## 9. Supporting Documents

- 9.1 Our Customer Service Charter is the overarching statement of commitment to the delivery of Service to our community. We deliver a range of Services for which more specific Charters may be adopted.
- 9.2 The following documents also support this Policy:
- Request for Service Fact Sheet
  - Customer Feedback and Complaint Fact Sheet
  - Complaint Handling Process
  - Request for Service Process

## 10. Related Policies

- Code of Conduct for Employees
- Code of Conduct for Elected Members
- Council Development Assessment Panel Complaints Handling Policy
- Human Resource Management Policy
- Fraud and Corruption Policy
- Internal Review of Council Decision Policy
- Privacy Policy
- Records Management Policy
- Whistleblower's Protection Policy
- Customer Service Charter
- Complaints Handling Process under the Code of Conduct for Council Members

## 11. References

- s270,s271 Local Government Act 1999
- Local Government (Procedures at Meetings) Regulations 2013
- Independent Commissioner Against Corruption Act 2012
- Public Interest Disclosure Act 2018
- Local Government Association – Guide to preparing and maintaining Council Policies, Codes of Practice and Codes of Conduct (March 2012)
- Managing Unreasonable Complainant Conduct Practice Manual endorsed by Australian Parliamentary Ombudsman
- Ombudsman SA - Complaint Management Framework March 2016

## 12. Review

- 12.1 This Policy will be reviewed. In consultation with the relevant stakeholders, every three (3) years or more frequently if legislation or Council needs change. This may include a review of:
- Legislative Compliance Issues
  - Audit finding related to incident reporting and investigation
  - Other relevant information
- 12.2 Results of reviews may result in prevention and/or corrective actions being implemented and revision of this document.

<b>13. Further Information</b>
--------------------------------

- 13.1 This Policy and supporting documents are available on our website [www.barossa.sa.gov.au](http://www.barossa.sa.gov.au). They can also be viewed electronically at Council's Principle Office at 43 – 51 Tanunda Road, Nuriootpa and all of our Council branches, during ordinary business hours. A copy of this Policy can be obtained at those venues upon payment of a fixed fee.
- 13.2 Complaints regarding this Policy or its application can be made to the Customer Support 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 Complaint Handling Process (see clause 9.2 for availability).

Signed: .....

Dated: .....

Mayor Bim Lange)



Corporate Plan Link:	6.2 Ensure that Council's policy and process frameworks are based on principles of sound governance and meet legislative requirements 6.6 Define and deliver on agreed Customer Service Standards for Council service delivery. 6.16 Provide contemporary internal administrative and business support services in accordance with mandated legislative standards and good practice principles.		
Policy Owner:	Chief Executive Officer	Previous Approval Date(s):	
Document Control Officer:	Director Corporate Community Services	Current Approval Date:	
HPE Content Manager Ref:	1X/XXXX	Next Review Date:	01/12/2021

# CUSTOMER SERVICE COMMUNICATION PLAN

Consultation dates: 20<sup>th</sup> February 2019 – 5pm 25<sup>th</sup> March 2019

Trim 19/8731

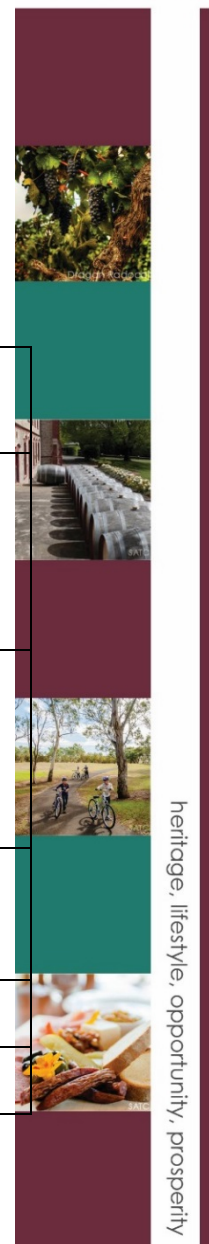
## Desired outcomes

- Provide the community with an opportunity to provide feedback on the Draft Customer Service Charter and Draft Customer Service Policy
- Establish community support for Council's Customer Service vision and underlying processes that support a quality Customer Service experience

## Specific considerations

- Internal consultation complete and drafts previously presented to Council Workshop

Initiative	Communication Method	Responsible Officer	Timeframe <i>*Consultation dates TBC</i>	Tone/Content/Message
Media Release	<ul style="list-style-type: none"> <li>• The Leader</li> <li>• Herald</li> <li>• Bunyip</li> <li>• Courier</li> </ul>	C&EOs		<ul style="list-style-type: none"> <li>• Invite community input into documents</li> <li>• Outline Customer Service vision</li> <li>• Highlight the value of customer feedback in improving the customer service experience</li> </ul>
Online	<ul style="list-style-type: none"> <li>• Council website</li> <li>• Our Better Barossa</li> <li>• Facebook</li> </ul>	C&EOs		Informal tone – driving people to Our Better Barossa to formally provide feedback
Advertisement	<ul style="list-style-type: none"> <li>• The Leader</li> <li>• Herald</li> <li>• Bunyip</li> </ul>	CCS		Provide consultation details and mechanisms for community to provide feedback
Publications	Monthly d'Vine Quarterly d'Vine	C&EOs		As per media release content
Visual Tools/Flyers/Displays	Copies of documents in branch offices	CCS C&EOs		Look/feel/tone to be determined



	Nuriootpa office display			
Brief customer service/Barossa Visitor Centre staff	Email	CCS		Overview and mechanisms for feedback
Face-to-face consultation	Pop-ups/community sessions	CCS	Date/time/venue TBC	Survey/post it notes/verbal feedback
Fact Sheet	Available on website, branch libraries, at community sessions	CCS/C&EOs		Providing rationale for the CS review
Staff awareness	The Mark enewsletter	C&EOs		Internal consultation complete; awareness-raising only
<b>CLOSE THE LOOP</b>				
Media release*	Leader Herald Bunyip	C&EOs	Post consultation	*Only if substantive changes are required
Online	Facebook Website	C&EOs	Post consultation	<ul style="list-style-type: none"> <li>• Highlight engagement levels</li> <li>• Provide overview of feedback</li> <li>• Advise of next steps</li> </ul>
Publications	D'Vine	C&EOs	Post consultation	As above

## COUNCIL

### CORPORATE AND COMMUNITY SERVICES

#### MANAGER'S REPORT

19 FEBRUARY 2019

#### **7.3.2 DEBATE AGENDA – MANAGER COMMUNITY AND CULTURE**

##### **7.3.2.1**

##### **SOCIAL INCLUSION SCOPING PROJECT**

**B6817**

Author: Collaborative Project Officer / Director Corporate and Community Services

##### **PURPOSE**

The purpose of this report is to provide Council with an update of the progress of the Social Inclusion Scoping Study and to seek Council's endorsement for the next phase of the work (the proposed 'Social Planning Project') to be included in the 2019/20 draft based budget.

##### **RECOMMENDATION**

That Council:

- (1) Receives and approves the report on the Social Inclusion Scoping Project including the Draft Discussion Paper – Social Planning Scoping Project 18/90915 and notes that the Paper will be distributed to community stakeholders.
- (2) Supports the continued transition of Council's social inclusion role from direct service delivery to a leadership, advocacy, partnership and facilitator function as articulated in The Barossa Council Community Plan 2016-36 and the Draft Discussion Paper – Social Planning Scoping Project 18/90915.
- (3) Approves the implementation of the Social Planning Project and the Social Planning Project Scope 18/90958 subject to recommendation (4).
- (4) Approves the continued inclusion of the 14 hours per week associated resource cost of \$38,800 for the implementation of the Social Planning Project in the draft 2019/20 budget.
- (5) Continues to support the delivery of the residual State funded program for people under 65 with disability who are not receiving support through other government programs subject to Council receiving ongoing government funding.

##### **REPORT**

##### **Background**

In May 2016, Council decided it would not become a National Disability Insurance Scheme (NDIS) Approved Provider when the NDIS roll out commenced in the region on 1 July 2017. It would instead transition out of direct disability service delivery through implementation of the 'Barossa Leisure Options Transition Project' during 2016/17.

As the Leisure Options program had been in operation for nearly two decades, feedback from the community suggested there was expectation that Council would

have an ongoing role, in some capacity, in the social inclusion arena, and particularly in addressing access and inclusion issues for people with disability. Therefore, in July 2017, the Social Inclusion Scoping Project commenced to identify issues and opportunities, and a potential future role for Council in addressing these.

In June 2018, Council approved a report that described the activities undertaken during 2017/18 and those proposed for 2018/19 as part of the Social Inclusion Scoping Project:

**MOVED** Cr Boothby that Council:

(1) Receives the report on Social Inclusion activities undertaken during 2017/18 and those proposed for 2018/19;

(2) Endorses the ongoing coordination of service providers under the Continuity of Support program funded through the Home and Community Care program;

(3) Requires Officers to provide a further report regarding future State Government funding for the Continuity of Support program;

(4) Requires Officers to provide a further report outlining the results of the Social Inclusion Scoping Project.

**Seconded** Cr Harris

**CARRIED 2014-18/1433**

This report addresses (4) above and summarises the findings from the Scoping Project and sets out a proposed next phase – Social Planning Project.

### **Social Inclusion Scoping Project**

A Chronology of Council's involvement in the Social Inclusion arena is included as Attachment 1.

The Scoping Project is funded by Council and through the sale of the Leisure Options bus, and includes resources for a Project Officer for 14 hours per week from July 2017 to June 2018 and from October 2018 until June 2019. It also included 16 hours per week of Administration support from July 2017 – September 2018.

In addition to undertaking a range of activities to complete the Social Inclusion Scoping Project, the funding has been used to sustain other levels of service, ie:

Project Officer role:

- Finalising the Barossa, Light and Lower North Regional Disability Access and Inclusion Plan (DAIP), including community consultation period (refer Bibliography in Attachment 2).
- Establishing and maintaining the Disability Access and Inclusion Advisory Group (DAIAG) which meets on a monthly basis. The DAIAG was established following Council disbanding the Section 41 Disability Access Review Committee (DARC) in October 2017. (Secretariat and other support by Council staff for the Group continued during August and September 2018 despite there being no Project Officer or Admin resources available.)
- Developing and finalising Council's DAIP Action Plan (refer Bibliography in Attachment 2) including community consultation period.
- Coordinating the 'Under 65 Social Support Program' funded by State Home & Community Care (HACC).

Administration role:

- Organising the hire of the Leisure Options bus by external users.

- Coordinating the extensive maintenance regime of the Leisure Options bus.
- Preparing for the sale of the Leisure Options bus.
- Fielding enquiries from the general public regarding issues regarding disability services.
- Compiling statistics for HACC reports.
- Providing Admin support for the Men's Shed, eg procurement, compiling statistics.
- Minute taking at DAIAG meetings (until May 2018)
- Record keeping, including transferring a large number of old Leisure Options files from G drive to HPE Content Manager.

### Project Methodology

For the purpose of the Scoping Project, there was a focus on Disability, Homelessness, Mental Health and Reconciliation.

The Scoping Project methodology included:

- Secondary research
- Identifying and engaging with stakeholders
- Advocacy and participation in social inclusion activities
- Taking a lead role in organising events and activities to promote social inclusion
- Development of the Project Scope for the Social Planning Project

A Discussion Paper - Attachment 2 - describes in detail the activities undertaken as part of the Scoping Project.

### Discussion of Key Findings

The research, stakeholder engagement and participation in events and activities over the course of the past 18 months has provided a sound understanding of the prevailing social inclusion issues and opportunities in the Barossa Council area. These are summarised below. More detail is included in the Discussion Paper in Attachment 2.

### Definition – What is Social Inclusion?

There is no universally accepted definition of social inclusion; however the Australian Social Inclusion Board defines social inclusion as having “....the resources, opportunities and capabilities to:

- *Learn (participate in education and training);*
- *Work (participate in employment, unpaid or voluntary work including family and carer responsibilities);*
- *Engage (connect with people, use local services and participate in local, cultural, civic and recreational activities); and*
- *Have a voice (influence decisions that affect them).”*

UNESCO's definition is broader and more holistic:

*“Inclusive society is defined as a society for all, in which every individual has an active role to play. Such a society is based on fundamental values of equity, equality, social justice, and human rights and freedoms, as well as on the principles of tolerance and embracing diversity.”*

[http://www.unesco.org/new/fileadmin/MULTIMEDIA/HQ/BPI/EPA/images/media\\_services/Director-General/ConceptNoteSocialInclusionSocialTransformationsSocialInnovationEN.pdf](http://www.unesco.org/new/fileadmin/MULTIMEDIA/HQ/BPI/EPA/images/media_services/Director-General/ConceptNoteSocialInclusionSocialTransformationsSocialInnovationEN.pdf)

Further research highlighted the need for recognition of human dignity as being central to principles of social justice, and that both economic and cultural elements of social injustice need to be addressed.

### Social Inclusion Issues and Opportunities

Stakeholder engagement identified a range of issues and opportunities for each of the focus areas of Disability, Homelessness, Mental Health and Reconciliation. These are detailed in the Discussion Paper in Attachment 2.

In summary:

- Each of the focus areas has its own complexity
- Existing services to address local needs are being delivered by competent workers and/or volunteers
- Funding for some services is being delivered by providers outside of the region and the Barossa is not receiving its fair share
- There are opportunities for partnerships and collaboration between service providers and with Council

#### Community Conversations Project

In July 2018, Lutheran Community Care convened a 'Community Conversation' workshop with selected service providers, organisations and businesses in the local area. The purpose of the initiative was to gather and share information and to create possibilities to address the social needs of the wider Barossa community. As part of the Social Inclusion Scoping Project, Council staff supported the local initiative through contributing to the planning of the event, providing the venue (Council Chamber) and participating in the workshop.

A range of needs were identified during the workshop, as were a number of gaps in service provision. A Working Group was formed and has met three times since that initial workshop to further explore the gaps and to determine a way forward. To ensure neutrality, the Working Group has affiliated with the Barossa Community Services Network (formerly Barossa SPOKE).

Identified gaps:

- Capacity: existing services are stretched and not meeting all needs and some services have experienced funding cuts
- Funding: for some services, eg homelessness, is held by service providers outside of the Barossa and therefore is routinely inaccessible to local people.
- Demand: needs are increasing at a concerning rate especially drug and alcohol dependency, financial stress, homelessness and mental illness
- Coordination: little or no coordination and collaboration between service providers as they are too busy keeping up with the demand for services.
- Challenge for Clients to Access Services: there is no single point of contact for clients to access services.
- There is a need for case management.
- Transport costs and availability.
- There is a lack of awareness and information about available services and a lack of advocacy for vulnerable people.

In addition to gaps in service delivery, an issue of concern identified through the Community Conversations process and also through other stakeholder engagements was the perception that *"we, in the Barossa, appear to be living in Utopia"*. Consequently amongst the general population there is limited understanding of the causes of social exclusion and a perception that it is simply about the distribution of wealth, and lifestyle choices of individuals. To respect and protect the human dignity of all residents, this misperception needs to be addressed through increasing awareness of the cultural and economic processes that create inequality.

On all four occasions when this group has met, participants have identified Council as a potential source of support in addressing service gaps. The support they are

seeking can best be described as 'social planning' and this is described in more detail in part 3 of this report.

#### Council's Role in Tackling Social Inclusion

Local Government authorities have a key role in providing supportive and accessible environments for their communities and these roles are clearly defined in legislation. A number of councils in South Australia have taken on the role of addressing social exclusion in their communities and have developed policies, plans and programs to address them. Whilst The Barossa Council does not currently have specific Social Inclusion policies and plans, engagement with stakeholders revealed that it is already involved in delivering services, and with a more strategic focus, could potentially achieve significant social inclusion outcomes for residents.

The vision of The Barossa Council's Community Plan is: "A commitment to our community, embracing a culture of mutual respect, inclusion, safety and security." Health and Wellbeing strategies within the Plan include the following and identify what Council's role will be:

*4.2 Create opportunities for people of all ages and abilities to participate in the community (role: lead / advocate / facilitate and partner).*

*4.5 Advocate for and encourage services and resources that ensure equity and support of disadvantaged, disabled and at risk members of the community (role: lead / advocate / facilitate and partner).*

In addition to the Community Plan, Council has other policy frameworks within which social inclusion is intrinsic and which comply with State legislation:

- Barossa, Light and Lower Northern Region Public Health and Wellbeing Plan (South Australian Public Health Act 2011)
- Barossa, Light and Lower North Regional Disability Access and Inclusion Plan and The Barossa Council DAIP Action Plan (Disability Inclusion Act 2018)

Through these Plans both economic and cultural elements of social injustice can be addressed, and the following programs and activities that Council is currently delivering could, with a strategic social inclusion focus, achieve greater outcomes. (More detail is included in Attachment 2: Discussion Paper):

- Barossa & Light Home Assist & Community Transport and State HACC Program
- Barossa Bushgardens
- Collaborative Project
- Public Library
- Sporting Clubs
- The Rex
- Visitor Information Centre and Tourism
- Volunteering Barossa and Light

#### Proposed Implementation – Social Planning Project

A project scope – 'Social Planning Project' – has been developed for Council's consideration as a means to achieving an accessible and inclusive community underpinned by the recognition of human dignity (refer Attachment 3 – Project Scope).

*"Social planning plays a pivotal role in creating liveable communities, vibrant economies, sustainable places, diverse cultural expression and social cohesion. Social planning involves planning for the needs and aspirations of people and communities*

*through strategic policy and action, integrated with urban, regional and other planning activity. Social planning is founded on the principles of social justice (equity, access, participation and rights) and aims to enhance community wellbeing and effectiveness."* <https://www.planning.org.au/aboutpia/social-planning>

The Project aims to address the community expectation that Council will have an ongoing leadership, advocacy and facilitation role in the social policy arena, whilst fulfilling the vision of Council's Community Plan: "A commitment to our community, embracing a culture of mutual respect, inclusion, safety and security."

The objectives of the proposed Social Planning Project are to:

1. Establish and maintain collaborative partnerships with service providers and other stakeholders for the purpose of identifying and addressing service delivery gaps in the region for people whose circumstances may lead to social exclusion.
2. Engage with service providers and other stakeholders in the Barossa region to build capacity of the social services sector to respond to the needs of their clients in a coordinated manner.
3. Advocate to relevant Government authorities for appropriate levels of funding for social services in the region.
4. Investigate funding opportunities to support Council's ongoing role in Social Planning.
5. Partner with the Barossa Reconciliation Group in developing and delivering their vision and strategic plan.
6. Support the development of a social inclusion policy for The Barossa Council.
7. Support Council's Disability Access and Inclusion Advisory Group in its role of implementation of the Disability Access and Inclusion Action Plan and in providing information, advice and suggestions to Council on disability issues based on lived experience.
8. Facilitate implementation of Council's Disability Access and Inclusion Action Plan through undertaking relevant actions and ensuring there is a whole of Council approach to delivery of the Plan.
9. Explore opportunities for a regional approach to addressing Social Inclusion.
10. Minimise Council and community exposure to risk. Comply with all legislative, funding body and internal control requirements. Mitigate risks of incidents and ensure sound governance of the Project.

It is proposed that the Social Planning Project be funded by Council for an initial 2 years, during which time it will be evaluated and reviewed. Regular reports will be prepared for Council describing the progress of the Project. A breakdown of tasks is shown in a pie chart in Attachment 4. The proposed governance and relationship structure for the Project is included as Attachment 5.

### **Conclusion**

During the past 18 months, Council has explored its role in the Social Inclusion arena through undertaking stakeholder engagement and participation in a range of activities. It has also fulfilled contractual obligations through continuing to deliver State funded services to a small number of individuals with disability who are not receiving support through the NDIS or other programs. The proposed Social Planning Project addresses community expectation that Council will have a strategic leadership role in creating an inclusive society in the Barossa. It will enable Council to achieve the Community Plan vision of inclusion through continuing the transition from direct service delivery to a leadership, advocacy, partnership and facilitator role whilst at the same time meeting legislative responsibilities through implementation of regional plans.

## ATTACHMENTS OR OTHER SUPPORTING REFERENCES

Attachment 1	Chronology of Social Inclusion Involvement by Council – 18/90931
Attachment 2	Discussion Paper - Social Planning Scoping Project – 18/90915
Attachment 3	Project Scope: Social Planning Project – 18/90958
Attachment 4	Pie Chart of Allocation of Project Tasks – 19/8333
Attachment 5	Governance / Relationships Structure for Social Planning Project – 19/8356
Attachment 6	Bid Analysis Tool – Social Planning Project - 19/8666

## COMMUNITY PLAN / CORPORATE PLAN / LEGISLATIVE REQUIREMENTS

### Community Plan

The Disability Access and Inclusion Action Plan will have an impact on all themes within the Community Plan as a Whole of Council approach will need to be adopted for it be effective.



Natural Environment and Built Heritage



Community and Culture

2.1; 2.4; 2.6; 2.8; 2.10



Infrastructure

3.5; 3.6; 3.7; 3.8



Health and Wellbeing

4.1; 4.2; 4.5; 4.8; 4.9



Business and Employment

5.3; 5.4; 5.9; 5.13



How We Work – Good Governance

### Corporate Plan

2.3 Contribute to creating strong and sustainable community networks

3.7 Ensure infrastructure meets the needs of people with and provides for all abilities access.

4.2 Create opportunities for people of all ages and ability to participate in the community.

4.5 Advocate for and encourage services and resources that ensure equity and support for disadvantaged, disabled and at risk members of the community.

### Legislative Requirements

Disability Discrimination Act 1992

SA Disability Inclusion Act 2018

Local Government Act 1999

South Australian Public Health Act 2011

## FINANCIAL, RESOURCE AND RISK MANAGEMENT CONSIDERATIONS

### Financial and Resource

The social inclusion scoping work has been resourced by allocating an additional 14 hours per week to the role of the Collaborative Projects Officer (CPO). The CPO's core role is funded by the Federal Government for work in respect of Aged Care collaboration at the rate of 24 hours per week. The current Federal Government contract runs until June 2020 and has been extended on 2 previous occasions. There is a network of 12 CPOs across the State. The CPO has the direct skill set and networks required to continue the implementation of the Social Planning Project and has been integral to the project research and scoping work to date.

To continue the allocation of this resource to the Social Planning Project implementation at the recommended current level of service (14 hours per week) will require the funding of \$38,800 to be continued and it is recommended that this be included in the base salary allocation for the 2019/20 draft budget and for the 2020/21 financial year in the Long Term Financial Plan.

Attachment 4 provides a summary of the allocation of project hours and functions to support the budget allocation.

### **Risk Management**

Although this is a continuing staged component of an existing project, a Level 1 Due Diligence Report has completed and an updated Bid Analysis Tool to reflect the evolving project high level risk considerations is provided as Attachment 6. The Discussion Paper also documents the overarching risk considerations for this project.

## **COMMUNITY CONSULTATION**

Extensive stakeholder engagement has been undertaken during the past 18 months as part of the Social Inclusion Scoping Study.

Ongoing consumer and stakeholder engagement will occur through Council's Disability Access and Inclusion Advisory Group, and through participation in service provider networks.

The proposed Social Planning Project will involve ongoing stakeholder engagement.

## ATTACHMENT 1

### Chronology of Social Inclusion Involvement by The Barossa Council

Date	Activity
1998 - 2017	<ul style="list-style-type: none"> <li>• Delivery of Barossa Leisure Options Program for people with disability</li> </ul>
Nov 2015	<ul style="list-style-type: none"> <li>• Commencement of development of Regional Disability Action and Inclusion Plan (DAIP)</li> </ul>
2004 (?) - 2017	<ul style="list-style-type: none"> <li>• Disability Access &amp; Review Committee (DARC)</li> </ul>
May 2016	<ul style="list-style-type: none"> <li>• Council decision to transition out of disability service provision</li> </ul>
July 2016 – June 2017	<ul style="list-style-type: none"> <li>• Implementation of Leisure Options Transition Project</li> </ul>
July 2016 - ongoing	<ul style="list-style-type: none"> <li>• Collaborative Project involvement in Dementia Friendly Community activities with other aged care service providers</li> </ul>
July 2017-June 2018 & October 2018-June 2019	<ul style="list-style-type: none"> <li>• Social Inclusion Scoping Project</li> </ul>
2017 - 2019	<ul style="list-style-type: none"> <li>• Development of Under 65 Social Support Program - Tutti Arts Visual Arts Program and Film and New Media Program (continuation of State HACC funding for people with disability not eligible for NDIS)</li> </ul>
June 2017	<ul style="list-style-type: none"> <li>• Participation in Carers' and Disability Link (CADL) Disability Expo</li> </ul>
October 2017	<ul style="list-style-type: none"> <li>• Disability Access &amp; Review Committee (DARC) disbanded by Council</li> </ul>
November 2017	<ul style="list-style-type: none"> <li>• Establishment of Disability Access &amp; Inclusion Advisory Group (DAIAG)</li> </ul>
November 2017 – ongoing	<ul style="list-style-type: none"> <li>• Administrative support and coordination - Monthly meetings of DAIAG. Achievements to date include:</li> <li>• Disability access door to the Rex</li> <li>• Developed criteria re use of wheelchair access symbol for Tourism Barossa Touring Map</li> </ul>
December 2018	<ul style="list-style-type: none"> <li>• Regional DAIP finalised and endorsed by Council</li> </ul>
December 2018	<ul style="list-style-type: none"> <li>• Organised Barossa Mental Health &amp; Ageing Forum – attendance by SA Mental Health Commissioner</li> </ul>
May 2018	<ul style="list-style-type: none"> <li>• Community Consultation - TBC DAIP Action Plan</li> </ul>
June 2018	<ul style="list-style-type: none"> <li>• DAIP TBC Action Plan finalised</li> </ul>
June 2018	<ul style="list-style-type: none"> <li>• Report on Social Inclusion Activities endorsed by Council</li> </ul>
April - June 2018	<ul style="list-style-type: none"> <li>• Planning &amp; Participation in Reconciliation Week activities</li> <li>• Preparation of successful Council Community Grant – Reconciliation Group</li> <li>• Secured auspice and sponsorship</li> </ul>
September 2018	<ul style="list-style-type: none"> <li>• Support transition of Tutti Arts to Council owned venue – CWA Hall Tanunda to achieve greater visibility of the group.</li> </ul>

From November 2017 -	<ul style="list-style-type: none"> <li>• Attended quarterly Local Government Access &amp; Inclusion Network meetings</li> </ul>
From September 2017	<ul style="list-style-type: none"> <li>• Consultation with social inclusion stakeholders as part of Social Inclusion Scoping Project. Refer Appendix 2 of Discussion Paper</li> </ul>
July 2018	<ul style="list-style-type: none"> <li>• SA Disability Inclusion Act passed</li> </ul>
2016 - 2018	<ul style="list-style-type: none"> <li>• Administration and maintenance of Barossa Leisure Options bus</li> </ul>
September 2018	<ul style="list-style-type: none"> <li>• Participation in CADL Disability Expo</li> <li>• Successful Council Community Grant</li> </ul>
July 2018	<ul style="list-style-type: none"> <li>• Community Conversations Workshop (held in Council Chamber)</li> </ul>
Sept, Oct & Nov 2018	<ul style="list-style-type: none"> <li>• Community Conversations meetings – representation on sub committees</li> </ul>
Dec 2018	<ul style="list-style-type: none"> <li>• Support calendar of input from Council executive into DAiAG monitoring of DAIP implementation</li> </ul>
Dec 2018	<ul style="list-style-type: none"> <li>• EOI process for sale of BLO bus to retain within community to promote ongoing social inclusion use</li> </ul>
Dec 2018	<ul style="list-style-type: none"> <li>• Commence input into Big Project detailed design processes – Angaston Railway Project – ensure design promotes an inclusive approach</li> </ul>

ATTACHMENT 2

The Barossa Council  
Social Inclusion Scoping Project  
DRAFT  
DISCUSSION PAPER

Collaborative Project Officer  
February 2019

## Executive Summary

During 2016/17, after nearly two decades of providing direct services to people with disability, The Barossa Council transitioned out of this role allowing the new emerging National Disability Insurance Scheme (NDIS) market to fill the void.

Following the transition of approximately 70 participants to other providers, Council embarked on a 'Social Inclusion Scoping Project' to identify a future role in the social inclusion arena that better fulfilled the vision and objectives of the Community Plan.

For the purpose of the scoping project, there was a focus on Disability, Homelessness, Mental Health and Reconciliation.

There is no universally accepted definition of social inclusion; however the Australian Social Inclusion Board defines social inclusion as having *"....the resources, opportunities and capabilities to:*

- *Learn (participate in education and training);*
- *Work (participate in employment, unpaid or voluntary work including family and carer responsibilities);*
- *Engage (connect with people, use local services and participate in local, cultural, civic and recreational activities); and*
- *Have a voice (influence decisions that affect them)."*

Further research also highlighted the need for recognition of human dignity as being central to principles of social justice, and that both economic and cultural elements of social injustice need to be addressed.

Stakeholder engagement and participation in community events and activities, provided a sound understanding of the prevailing social inclusion issues and opportunities in the Barossa Council area. Council's current involvement in social inclusion activities was also explored and further opportunities identified.

Also, through participation in a local initiative – 'Community Conversations' - a range of needs were detected as were a number of gaps in service provision.

To address the identified issues and opportunities, a new 'Social Planning Project' was developed. The Project aspires to address the community expectation that Council will have an ongoing leadership, advocacy and facilitation role in the social policy arena, whilst fulfilling the vision of Council's Community Plan: "A commitment to our community, embracing a culture of mutual respect, inclusion, safety and security."

Through a collaborative approach with service providers and other stakeholders in the region, the Social Planning Project aims to achieve the following outcomes:

- Gaps are identified and addressed through a collaborative approach.
- Service providers and consumers report improved coordination of services in the region.
- Elected representatives and government authorities are better informed of local service needs and will advocate for appropriate levels of government funding to service the area.
- Increased sustainability of resourcing of Social Planning activities in the region.

- Increased community awareness and respect for the traditional owners of the Barossa.
- Council has a policy framework that supports its Community Plan vision and Health & Wellbeing Strategies
- Council services and facilities are more accessible and inclusive for people with disability.
- Increased opportunities for people with disability to participate in Council decision making.
- Greater equity of resource distribution to vulnerable communities across the region.

DRAFT

## 1. Background

In May 2016, Council decided it would not become a National Disability Insurance Scheme (NDIS) Approved Provider when the NDIS roll out commenced in the region on 1 July 2017. Council would, instead, transition out of direct disability service delivery through implementation of the 'Barossa Leisure Options Transition Project' during 2016/17. This required additional resources, funded by Council and involved:

- Establishment of an external Project Reference Group
- Establishment of an internal Working Group
- Extensive engagement with stakeholders, including:
  - Leisure Options clients and/or their representative (n= approx. 70)
  - Funding Partners
  - Independent Contractors – those delivering the Leisure Options program
  - Other Disability Service Providers - to determine interest in moving into the region
- Regular reporting to Council comprising 5 quarterly updates (final report received 15 August 2017)
- During 2016/17, Council also explored the feasibility of tendering for the 'NDIS Partners in the Community Program' to become a Local Area Coordinator (LAC), however close scrutiny revealed that the project would present higher than expected risks for Council, hence a decision was made not to proceed with submitting an application.

During the Transition Project it became apparent through community consultation that, as the Leisure Options program had been in operation for nearly two decades, there was expectation that Council would have an ongoing role, in some capacity, in the social inclusion arena, particularly in addressing access and inclusion issues for people with disability. Therefore, in July 2017, the Social Inclusion Scoping Project commenced to identify issues and opportunities, and a potential future role for Council in addressing these.

## 2. Social Inclusion Scoping Project

### 2.1 Preamble

The Scoping Project is funded by Council and through the sale of the Leisure Options bus, and included resources for a Project Officer for 14 hours per week from July 2017 to June 2018 and from October 2018 until June 2019. It also included 16 hours per week of Administration support from July 2017 – September 2018.

In addition to undertaking a range of activities to complete the Social Inclusion Scoping Project, the funding has been used to sustain other levels of service, ie:

Project Officer role:

- Finalising the Barossa, Light and Lower North Regional Disability Access and Inclusion Plan (DAIP), including community consultation period.
- Establishing and maintaining the Disability Access and Inclusion Advisory Group (DAIAG) which meets on a monthly basis. The DAIAG was established following Council disbanding the Section 41 Disability Access Review Committee (DARC) in October 2017. (Secretariat and other support for the Group continued during August and September 2018 despite there being no Project Officer or Admin resources available.)

- Developing and finalising Council's DAIP Action Plan including community consultation period.
- Coordinating the 'Under 65 Social Support Program' funded by the State Government Home & Community Care (HACC) program.

Administration role:

- Organising the hire of the Leisure Options bus by (external users).
- Coordinating the extensive maintenance regime of the Leisure Options bus.
- Preparing for the sale of the Leisure Options bus.
- Fielding enquiries from the general public regarding issues about disability services.
- Compiling statistics for HACC reports.
- Providing admin support for the Men's Shed, eg procurement, compiling statistics.
- Minute taking at DAAG meetings (until May 2018)
- Record keeping, including transferring a large number of old Leisure Options files from G drive to HPE Content Manager.

## 2.2 Project Methodology

For the purpose of the Scoping Project, there was a focus on Disability, Homelessness, Mental Health and Reconciliation.

The Scoping Project methodology included:

- Secondary research (bibliography in Appendix 2)
- Identifying and engaging with stakeholders (refer list in Appendix 1)
- Advocacy and participation in social inclusion activities
- Taking a lead role in organising events and activities to promote social inclusion
- Development of a Project Scope for the Social Planning Project

### 2.2.1 Secondary research

Secondary research included reviewing:

- The Barossa Council's relevant plans
- Relevant State and Federal Legislation
- Social inclusion policy papers
- Policies and plans from other councils
- Resources to advance social inclusion

### 2.2.2 Engaging with stakeholders

A range of relevant stakeholders were identified (Refer Appendix 2 of Attachment 2). Some of the engagements involved formal interviews with service providers specifically for the purpose of discussing Council's role in social inclusion. Other engagements occurred through participation in regular meetings and activities of community groups where local and regional issues were discussed and actioned. These included:

- Attendance at Local Government Access & Inclusion Network (LGAIN) meetings.
- Attendance at Barossa Reconciliation Group meetings and workshops.

- Membership of the organising committee for Disability Expos held at the Rex in 2017 and 2018.
- Attendance at White Dog Mental Health Group meetings.
- Undertaking Mental Health First Aid training to increase understanding of mental illness and capacity to respond to people with mental illness in crisis.
- Participation in the development and implementation of the 'Community Conversations' initiative.
- Attendance at local network meetings including Barossa Community Services Network and Gawler & Districts Community Services Forum

### 2.2.3 Advocacy and Participation in Social Inclusion Activities

This included:

- Organising and attending a meeting with local State Member, in conjunction with convenor of the Community Conversations initiative, to discuss funding to address homelessness in the Barossa.
- Securing an auspice/banker for the Barossa Reconciliation Group.
- Utilising networks to secure donations and sponsorship from local service providers for Reconciliation Week activities.
- Preparing a successful funding submission for a community grant for Reconciliation Group activities to be undertaken during 2018/19.
- Participating in 2018 Reconciliation Week activities.
- Assisting with a successful funding submission for a community grant for the 2018 Disability Expo.
- Engaging with the National Disability Insurance Scheme (NDIS) Local Area Coordinator (LAC) and facilitating access to Council libraries and the Rex for community meetings.

### 2.2.4 Taking a lead role in organising events and activities to promote social inclusion

- Organised two community forums at which people with lived experience of mental illness and homelessness presented their stories, followed by Resilience and Well-being workshops.
- Organised Barossa Mental Health & Ageing Forum at which the SA Mental Health Commissioner presented and engaged with local aged care providers and people with lived experience of mental illness.
- Actively promoted Council's achievements in access and inclusion through the media, eg automatic door at the Rex, Disability Access and Inclusion Action Plan and community engagement initiatives.

## 2.3 Discussion of Key Findings

The research, stakeholder engagement and participation in events and activities over the course of the past 18 months has provided a sound understanding of the prevailing social inclusion issues and opportunities in the Barossa Council area.

These are summarised in the following pages.

### 2.3.1 Definitions – What is Social Inclusion?

The World Bank Group describes the complex global challenge of social exclusion:

*"In every country, certain groups—whether migrants, Indigenous Peoples, or other minorities—confront barriers that prevent them from fully participating in their nation's political, economic, and social life. These groups are excluded through a number of practices ranging from stereotypes, stigmas, and superstitions based on gender, race, ethnicity, religion, sexual orientation and gender identity, or disability status. Such practices can rob them of dignity, security, and the opportunity to lead a better life."* <https://www.worldbank.org/en/topic/social-inclusion>

There is no universally accepted definition of social inclusion, however the Australian Social Inclusion Board defines social inclusion as having "...the resources, opportunities and capabilities to:

- Learn (participate in education and training);
- Work (participate in employment, unpaid or voluntary work including family and carer responsibilities);
- Engage (connect with people, use local services and participate in local, cultural, civic and recreational activities); and
- Have a voice (influence decisions that affect them)." *Social Inclusion in Australia: How Australia is faring*, 2nd Edition, Australian Social Inclusion Board, 2012.

The Brotherhood of St Laurence shares a similar definition: *"Social inclusion is about everyone being able to participate fully in social and economic life - by getting a good education, receiving an adequate income, having a job and being closely connected to family, friends and the community."*

<https://www.bsl.org.au/research/social-exclusion-monitor/what-is-social-exclusion/>

UNESCO's definition is broader and more holistic:

*"Inclusive society is defined as a society for all, in which every individual has an active role to play. Such a society is based on fundamental values of equity, equality, social justice, and human rights and freedoms, as well as on the principles of tolerance and embracing diversity."*

[http://www.unesco.org/new/fileadmin/MULTIMEDIA/HQ/BPI/EPA/images/media\\_services/Director-General/ConceptNoteSocialInclusionSocialTransformationsSocialInnovationEN.pdf](http://www.unesco.org/new/fileadmin/MULTIMEDIA/HQ/BPI/EPA/images/media_services/Director-General/ConceptNoteSocialInclusionSocialTransformationsSocialInnovationEN.pdf)

Further research highlighted the need for recognition of human dignity as being central to principles of social justice, and that both economic and cultural elements of social injustice need to be addressed. Therefore the focus of social inclusion needs to be not only on inequality but the processes that create it. *"Human dignity requires both due recognition, and adequate redistribution, and social inclusion requires nothing less and, perhaps, nothing more."* *On Dignity, Social Inclusion and the Politics of Recognition*, Zoë Morrison, Social Policy Working Paper No. 12, Melbourne, June 2010, p 19.

### 2.3.2 Social Inclusion Issues and Opportunities

Stakeholder engagement identified the following issues and opportunities for each of the focus area of Disability, Homelessness, Mental Health and Reconciliation. These are further summarised in Appendix 2.

#### Disability

The SA Disability Inclusion Act was passed in July 2018 and requires all state authorities to develop a Disability Access and Inclusion Plan (DAIP) by 31 October 2020. The

Barossa Council is ahead of this schedule having finalised both a Regional DAIP and its own Action Plan in 2018. It now needs to ensure they comply with the State's requirements and implement them.

The Barossa Council's Disability Access & Inclusion Advisory Group was established to support the development and implementation of the Plans, and to provide information advice, and suggestions to Council on disability issues based on lived experience. The Advisory Group, comprised of volunteers and service provider representatives, requires ongoing support from Council staff to operate effectively. Provision of this support is one of the deliverables of the Action Plan.

Since the commencement of the NDIS in the region from 1 July 2017, Council staff have actively sought to engage with Feros Care – the NDIS Local Area Coordinator (LAC). The primary role of the LAC is to assist participants with developing and reviewing their NDIS plans. Council has facilitated this by provided access to venues in which this can take place and also through providing information about local resources and networks. In addition to this planning and support function, the LAC has a role in building community capacity to ensure that mainstream services and facilities are accessible to, and inclusive of, people with disability. Therefore, as Council is the custodian of a significant range of public facilities and spaces, there is an opportunity for an ongoing partnership between Council and the LAC to achieve this. The DAIP Action Plan will be a mechanism through which this can occur.

Disability services and support are funded by the Australian Government through the National Disability Insurance Scheme (NDIS). Funding for people under 65 with a disability as a result of a health condition are funded by the State Government.

### Homelessness

Statistics on homelessness do not accurately reflect the situation in the Barossa (2016 ABS Census data identified 44 homeless people in the Barossa LGA). Homelessness is not only those 'sleeping rough'. Most homeless people are experiencing unstable living environments which could involve couch surfing, moving between friends and family and using temporary accommodation.

The causes of homelessness are often complex and inter-related. Family breakdown, family violence, drug and alcohol abuse, mental illness and intergenerational poverty can all be factors that lead to homelessness. Therefore addressing homelessness is more than only providing accommodation. Supportive services are also needed to address the causes and break the cycle of homelessness.

Local service providers report an increase in the number of people presenting as homeless. As there is no emergency accommodation and limited supported accommodation in the Barossa (and Gawler) they often have to turn people away or use their own, unfunded, resources to provide a temporary solution. In early 2019, Housing SA will be undertaking a head count of rough sleepers in the northern metro region (including Gawler) and in Gawler, local church groups are collaborating to develop a model to improve safety for 'rough sleepers'. They are willing to share their findings and experiences with the Barossa.

In 2015, Junction Australia (prior to merging Barossa and Districts Housing Association), commissioned a regional study of housing and community and concluded:

- For vulnerable people living in isolated communities the glass is very much half empty.
- If left to market forces, the Region's housing will increasingly fail to address local need and changing demographics
- Service provider networks are fragmented and need greater coordination.
- As one of the regions of the 'greater Adelaide metropolitan area' as defined in the State's 30 year plan, the Barossa Region will experience continued rapid growth and will need increased affordable, diverse, well-located and accessible housing. *Barossa Regional Study: Housing and Community, Dr Tony Gilmour, October 2015*

Most Commonwealth funding for the homelessness sector is provided through the states and territories under two Council of Australian Governments (COAG) agreements:

- National Affordable Housing Agreement (NAHA)
- National Partnership Agreement on Homelessness (NPAH). Requires matched funding from state governments.

[https://www.homelessnessaustralia.org.au/sites/homelessnessaus/files/2017-07/Homelessness\\_funding\\_fact\\_sheet\\_UPDATED\\_Jan\\_2016.pdf](https://www.homelessnessaustralia.org.au/sites/homelessnessaus/files/2017-07/Homelessness_funding_fact_sheet_UPDATED_Jan_2016.pdf)

Funding for homelessness services in the Barossa is held by service providers located in the northern metro area which create access issues for local residents.

### Mental Health

Mental illnesses are common in the Australian community. The most recent national survey found that one in five people aged 16-85 years of age had experienced a common mental illness (depression, anxiety, substance use disorder) during the previous 12 months. These conditions often occur in combination. Bipolar and schizophrenia are much less common (under 2% of the population). *Mental Health First Aid Manual, Fourth Edition, Kitchner, Jorm & Kelly, Mental Health First Aid Australia, 2017.*

With 20% of the Barossa community aged 16+ experiencing a common mental illness there is a need for increased awareness of this health problem.

People do recover from mental illness and the rate of recovery is dependent on a number of factors. *"Mental health is everyone's business. The attitudes and beliefs that society has about mental illness have a powerful impact on someone's illness and their recovery."* Ibid. p.10.

There are some mental health services available in the region, and mental health for a small proportion of people with mental illness will be funded for support under the NDIS.

The main issue regarding mental health appears to be that only about a third of people with mental illness seek professional help. This is perceived to be due to:

- Stigma and discrimination
- Lack of insight
- Lack of awareness of available services

- Clients find it challenging to access services – often more than one type of service is needed and there is no coordination

Funding for mental health services and support comes from the Australian Government (mental health was a top national priority of the 2018 budget) and through SA Health. As one of the core strategies of the Strategic Plan, the Mental Health Services Plan will guide the commissioning and delivery of SA Health operated and commissioned mental health and wellbeing services.

The Primary Health Networks (PHN) receive funding and undertake projects regarding mental health, eg National Suicide Prevention Trial. PHN's also receive Commonwealth funding and use it to commission mental health service provision in their regions. There are two PHN's in South Australia and the Country SA PHN is based in Nuriootpa and services all of rural and regional SA. *"Country SA PHN is the health network set up to service the country regions of South Australia, increasing the efficiency and effectiveness of service delivery while improving the coordination of patient care. Established by the Federal Government, we exist to bridge the gap of health inequity and access in rural South Australia by building a collaborative and responsive health care system."* <http://countrysaphn.com.au/?start=6>

### Reconciliation

*"'Reconciliation' is about Aboriginal and non-Aboriginal Australians talking, walking, and working together to overcome the reasons that there is division and inequality between Aboriginal and non-Aboriginal Australians."*  
<http://www.reconciliationsa.org.au/reconciliation>

2018 Reconciliation Week activities organised by the Barossa Reconciliation Group were well attended and there is increasing interest by local residents, visitors and the tourism sector in understanding Aboriginal culture and history and the significance to first peoples of land and places in the Barossa.

There is an opportunity for Council to have an ongoing partnership with the Barossa Reconciliation Group - as a member of the Group - as they develop and deliver their vision and strategic plan. The Group hopes that in the near future The Barossa Council will follow the lead of the Town of Gawler and develop its own Reconciliation Action Plan.

The Group successfully applied for a Council Community Grant for Reconciliation activities in 2018/19. There is no other known source of funding at this point in time.

### 2.3.4 Community Conversations Initiative

In July 2018, Lutheran Community Care convened a 'Community Conversation' workshop with selected service providers, organisations and businesses from the local area. The purpose of the initiative was to gather and share information and to create possibilities to address the social needs of the wider Barossa community. As part of the Social Inclusion Scoping Project, Council staff supported the local initiative through contributing to the planning of the event, providing the venue (Council Chamber) and participating in the workshop.

A range of needs were identified during the workshop, as were a number of gaps in service provision:

- Capacity: Existing services are stretched and not meeting all needs, and some services have experienced funding cuts.
- Funding: For some services, eg homelessness, is held by service providers outside of the Barossa and therefore is inaccessible to local people.
- Demand: Needs are increasing at a concerning rate especially drug & alcohol dependency, financial stress, homelessness and mental illness
- Coordination: Little or no coordination and collaboration between service providers as they are too busy keeping up with the demand for services.
- Challenge for clients to access services: There is no single point of contact for clients to access services.
- There is a need for case management.
- Transport costs and availability
- There is a lack of awareness and information about available services and a lack of advocacy for vulnerable people

A 'Community Conversation Working Group' was formed and has met three times since the initial workshop to further explore service gaps and to determine a way forward. To ensure neutrality The Working Group has affiliated with the Barossa Community Services Network (formerly Barossa SPOKE) which is a network of service providers with a community health focus and whose role is to identify area of need in the community and develop strategies to respond.

In addition to gaps in service delivery, an issue of concern identified through the Community Conversations process and also through other stakeholder engagements was the perception that *"we, in the Barossa, appear to be living in Utopia"* and consequently, amongst the general population, there is limited understanding of the causes of social exclusion and a belief that it is simply about the distribution of wealth and lifestyle choices of individuals. To respect and protect the human dignity of all residents this misperception needs to be addressed through increasing awareness of the cultural and economic processes that create inequality.

On all four occasions when this group has met, Community Conversation participants have identified Council as a potential source of support in addressing service gaps. The support they are seeking can best be described as social planning.

### 3. Council's Role in Tackling Social Exclusion

UNESCO identifies the role of local authorities in delivering the social rights of citizens:

*"Social rights bring together numerous rights that must be dealt with at the local level: rights to housing, education, clean water and health care emphasize the role of local authorities as a welfare provider and social provision as a duty which lies within city halls and councils."*

<http://www.unesco.org/new/en/social-and-human-sciences/themes/urban-development/migrants-inclusion-in-cities/good-practices/social-inclusion/>

Local Government authorities have a key role in providing supportive and accessible environments for their communities and these roles are clearly defined in

legislation. A number of councils in SA have taken on the role of addressing social exclusion in their communities and have developed policies, plans and programs to address them. Whilst The Barossa Council does not currently have specific Social Inclusion policies and plans, engagement with stakeholders revealed that it is already involved in delivering services that with a more strategic approach, could potentially achieve significant social policy inclusion outcomes for residents.

The vision of The Barossa Council's Community Plan is: "A commitment to our community, embracing a culture of mutual respect, inclusion, safety and security."

Health and Wellbeing strategies within the Plan include:

4.2 Create opportunities for people of all ages and abilities to participate in the community (lead / advocate / facilitate and partner).

4.5 Advocate for and encourage services and resources that ensure equity and support of disadvantaged, disabled and at risk members of the community (lead / advocate / facilitate and partner).

In addition to the Community Plan, Council has other policy frameworks within which social inclusion is intrinsic and which comply with state legislation

- o Barossa, Light and Lower Northern Region Public Health and Wellbeing Plan (South Australian Public Health Act 2011)
- o Barossa, Light and Lower North Regional Disability Access and Inclusion Plan and The Barossa Council DAIP Action Plan (Disability Inclusion Act 2018)

Through these plans, both economic and cultural elements of social injustice can be addressed, and the following programs and activities that Council is currently delivering could, with a more strategic focus, achieve greater social inclusion outcomes.

- Barossa & Light Home Assist & Community Transport and State Government HACC Program
  - o These externally funded programs provide services for aged residents to enable them to live independently in their own homes. They also provide opportunities for people under 65 with disability and older people to connect socially. Residents who are 'transport disadvantaged' are also eligible for services. Council is waiting for information from both state and federal governments about the future of these programs that are currently undergoing significant reform.
- Barossa Bush Gardens
  - o Currently provides volunteering opportunities for a wide range of people including those who are unemployed, and those with disability. There is scope to expand on this, however additional staffing resources are required to enable it to fulfil its potential.
  - o Provides an opportunity for Reconciliation activities that increases community awareness of the Aboriginal significance of land and places and strengthens relationships with and respect for the traditional owners of the Barossa.

- Collaborative Project
  - The Barossa Council auspices the Collaborative Project which is funded by the Australian Government under the Commonwealth Home Support Program (CHSP) to provides sector support and development to the aged care sector in the region covered by Barossa, Gawler, Light and Adelaide Plains council areas. One of the focus areas of the Project is to work with other service providers in creating a 'Dementia Friendly Community'. The Collaborative Project model could be utilised to achieve social inclusion outcomes for the Barossa region.
  - Through this Project, Council is actively engaged with local service provider networks (Gawler & Districts Community Services Forum and Barossa Community Service Network) and with a regional care workforce working group.
- Public Library
  - Library staff observe that the Library and its branches are used by a number of people who are experiencing challenges, including those who don't have access to a computer or the internet.
  - The Library is perceived as a safe place, particularly for vulnerable people, and there is scope to develop this further.
  - It is a source of information and a point of contact for referral to services.
  - The Library participates in local events that promote inclusivity including Reconciliation Week, the opening of the Dementia Friendly Garden and Disability Expos.
  - There is scope to ensure the school holiday programs are accessible for children with disability.
  - There is scope for input into local history collection through Reconciliation Group.
- Sporting Clubs
  - There is opportunity to facilitate partnerships between clubs and the NDIS Local Area Coordinator to build the capacity of our local sporting clubs to improve access and inclusion, particularly for people with disability.
- The Rex
  - The pools in particular are well utilised by people with disability.
  - The Rex was the venue for the Disability Expo in 2017 and 2018.
  - The recent addition of the automatic door for 24/7 access also improved access for wheelchair and pram users, and is an example of achieving social inclusion outcomes at no extra cost.
  - As manager of the Rex, Belgravia is very keen to promote and showcase sports such as wheelchair basketball and AFL and to collaborate with Council through the Disability Access and Inclusion Advisory Group to improve access and inclusion.
- Visitor Information Centre & Tourism
  - There is scope to develop products and experiences for new markets, eg people with disability and people with dementia
  - Tourists are interested in the Indigenous history of the region and there is scope to develop partnerships to provide respectful opportunities to capitalise on this.

- Volunteering Barossa and Light
  - This service is accessed by many people who are required to undertake volunteering in order to qualify for welfare benefits.
  - Volunteering provides opportunities for residents to develop skills and social networks and to gain a sense of accomplishment through contributing to society.
  - There is scope to increase the number of volunteer opportunities for people who are socially excluded through advocacy and awareness raising.

## 4. Proposed Social Planning Project

A new 'Social Planning Project' has been developed for Council's consideration as a means to achieving an accessible and inclusive community underpinned by the recognition of human dignity (refer Attachment 4 – Project Scope).

*"Social planning plays a pivotal role in creating liveable communities, vibrant economies, sustainable places, diverse cultural expression and social cohesion. Social planning involves planning for the needs and aspirations of people and communities through strategic policy and action, integrated with urban, regional and other planning activity. Social planning is founded on the principles of social justice (equity, access, participation and rights) and aims to enhance community wellbeing and effectiveness."* <https://www.planning.org.au/aboutpia/social-planning>

The Project aims to address the community expectation that Council will have an ongoing role in the social policy arena, whilst fulfilling the vision of Council's Community Plan: "A commitment to our community, embracing a culture of mutual respect, inclusion, safety and security" and fulfilling Health and Wellbeing strategies:

4.2 Create opportunities for people of all ages and abilities to participate in the community (lead / advocate / facilitate and partner).

4.5 Advocate for and encourage services and resources that ensure equity and support of disadvantaged, disabled and at risk members of the community (lead / advocate / facilitate and partner).

The objectives of the proposed Social Planning Project are to:

1. Establish and maintain collaborative partnerships with service providers and other stakeholders for the purpose of identifying and addressing service delivery gaps in the region for people whose circumstances may lead to social exclusion.
2. Engage with service providers and other stakeholders in the Barossa region to build capacity of the social services sector to respond to the needs of their clients in a coordinated manner.
3. Advocate to relevant Government authorities for appropriate levels of funding for social services in the region.
4. Investigate funding opportunities to support Council's ongoing role in Social Planning.
5. Partner with the Barossa Reconciliation Group in developing and delivering their vision and strategic plan.
6. Support the development of a social inclusion policy for The Barossa Council.
7. Support Council's Disability Access and Inclusion Advisory Group in its role of implementation of the Disability Access and Inclusion Action Plan and in providing

information advice, and suggestions to Council on disability issues based on lived experience.

8. Facilitate implementation of Council's Disability Access and Inclusion Action Plan through undertaking relevant actions and ensuring there is a whole of Council approach to delivery of the Plan.
9. Explore opportunities for a regional approach to addressing Social Inclusion.
10. Minimise Council and community exposure to risk. Comply with all legislative, funding body and internal control requirements. Mitigate risks of incidents and ensure sound governance of the Project.

Further detail describing the deliverables and costings of the proposed Social Planning Project will be provided to Council in a report to the February 2019 meeting.

## 5. Conclusion

During the past 18 months, Council has explored its role in the Social Inclusion arena through undertaking stakeholder engagement and participation in a range of activities. It has also fulfilled contractual obligations through continuing to deliver state funded services to a small number of individuals with disability who are not receiving support through the NDIS or other programs. The proposed 'Social Planning Project' addresses community expectation that Council will have a strategic and practical role in creating an inclusive society in the Barossa. It will enable Council to achieve the Community Plan vision of inclusion through continuing the transition from direct service delivery to a leadership, advocacy, partnership and facilitator role whilst at the same time meeting legislative responsibilities through implementation of regional plans.

## Appendix 1

## Stakeholder Engagement

Organisation	Role	Key issues & opportunities
Adelaide Plains Council	<ul style="list-style-type: none"> <li>A regional partner:               <ul style="list-style-type: none"> <li>Barossa, Light &amp; Lower North Region Public Health &amp; Wellbeing Plan</li> <li>Barossa, Light and Lower North Regional Disability Access and Inclusion Plan</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Most service providers located in Gawler or Barossa.</li> <li>Lack of transport for residents a major issue.</li> <li>Limited resources but keen to collaborate where possible.</li> </ul>
Barossa Bush Gardens	<ul style="list-style-type: none"> <li>Council owned regional native flora centre, conserving, promoting and supplying unique local native plants.</li> <li>Managed by Section 41 Committee of Council</li> </ul>	<ul style="list-style-type: none"> <li>Already involved in some 'social inclusion' activities.</li> <li>Many opportunities to increase inclusion.</li> <li>Need resources/funding for staff to provide programs and coordinate volunteers.</li> </ul>
Barossa Community Services Network	<ul style="list-style-type: none"> <li>Network of service providers and individuals with a community health focus.</li> <li>Approximately 70 members.</li> </ul>	<ul style="list-style-type: none"> <li>Opportunities for information &amp; data sharing, referrals and facilitating partnerships to address issues.</li> </ul>
Barossa Enterprises	<ul style="list-style-type: none"> <li>Employer of people with disability in Nuriootpa and Clare.</li> <li>Under its division of Barossa Community Options (BCO) offers a range of home supports and community programs that promote independence, physical and psychological wellbeing.</li> </ul>	<ul style="list-style-type: none"> <li>Sees Council as a resource repository re disability information – should be 'no wrong door' to access information and support.</li> <li>Need to bring service providers and sporting clubs to gather</li> <li>Need to avoid duplication of services</li> <li>Need for supported accommodation and respite in the region.</li> <li>Embarking on development of purpose built activity centre for those who will be displaced from commercial enterprises due to new legislation.</li> <li>Need for community disability awareness training.</li> <li>Challenge to implement theory of inclusion in the community.</li> </ul>

Organisation	Role	Key issues & opportunities
		<ul style="list-style-type: none"> <li>Keen to collaborate with Council and others to achieve inclusive outcomes for people with disability.</li> </ul>
Barossa Reconciliation Group	<ul style="list-style-type: none"> <li>The Barossa Reconciliation Group is an informal group of local service providers and residents that aligns itself with the goals of Reconciliation SA.</li> </ul>	<ul style="list-style-type: none"> <li>Undertaking vision and strategic planning process.</li> <li>Want to be more visible than only during Reconciliation Week.</li> <li>Keen to work with Council to promote Reconciliation.</li> <li>Received Council Community Grant in 2018 for Reconciliation activities during 2018 -19.</li> </ul>
Belgravia Leisure	<ul style="list-style-type: none"> <li>Manages the Rex</li> <li>Committed to improving the health and wellbeing of communities.</li> </ul>	<ul style="list-style-type: none"> <li>Very keen to develop partnerships to increase access and inclusion opportunities at the Rex, particularly for people with disability.</li> <li>Belgravia Foundation charity established in February 2018 designed to increase opportunity for the most disadvantaged through local fund raising activities.</li> </ul>
Carers' & Disability Link (CADL)	<ul style="list-style-type: none"> <li>Supports carers, and provides services for the aged and people with disability.</li> <li>Covers Adelaide Hills, Fleurieu, Yorke Peninsula and Barossa</li> </ul>	<ul style="list-style-type: none"> <li>Services in the region need to be sustainable beyond grants.</li> <li>Lots of projects generated through Fund my Neighbourhood – they may not need funding just someone to coordinate. Council could do this.</li> <li>Council could provide free family activities once a month in a park</li> <li>Sports development programs.</li> <li>Need a facilitator of community activities.</li> <li>Council newsletter needs to be providing information about services and activities that are available across the region.</li> <li>Need a respite house in the Barossa.</li> <li>Parents are looking for activities for children with disability.</li> </ul>

Organisation	Role	Key issues & opportunities
		<ul style="list-style-type: none"> <li>Many socially isolated older people in small towns.</li> <li>Transport an issue.</li> <li>Child care and crèche costs prohibit participation</li> </ul>
Centacare Youth Homelessness	<ul style="list-style-type: none"> <li>Provides case management, early intervention, crisis and post-crisis support to young people aged 15-25 years who are homeless or at risk of homelessness.</li> <li>Based in Elizabeth. Outreach service to Barossa (Lutheran Community Care).</li> </ul>	<ul style="list-style-type: none"> <li>No emergency accommodation in area.</li> <li>Family violence and mental health issues often cause of youth homelessness.</li> <li>Potential partner in Community Conversation initiative</li> </ul>
Community Conversations initiative	<ul style="list-style-type: none"> <li>Share local knowledge about emerging social needs/trends within the region.</li> <li>Share information about the range of existing services, and any observations regarding the level of unmet needs.</li> <li>Explore new opportunities, alignments, partnerships or similar for working together in support of the local community.</li> </ul>	<ul style="list-style-type: none"> <li>Seeking partnerships and resources to address identified issues particularly: <ul style="list-style-type: none"> <li>Data regarding needs.</li> <li>Improved coordination of collaboration between service providers.</li> <li>Increased community awareness of issues and services.</li> </ul> </li> </ul>
Country Health SA	<ul style="list-style-type: none"> <li>Provides a range of health services across the Barossa region including: <ul style="list-style-type: none"> <li>Aboriginal health</li> <li>emergency medical care</li> <li>inpatient care</li> <li>primary and community care</li> <li>intermediate and acute care</li> <li>aged care</li> <li>allied health</li> <li>mental health</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Source of information and data</li> <li>Potential partner in Community Conversations initiative</li> </ul>
Country & Outback Health	<ul style="list-style-type: none"> <li>A not for profit organisation that provides a range of mental health programs</li> <li>Also general health programs including support coordination for participants of the NDIS and support for ATSI people with managing chronic disease.</li> </ul>	<ul style="list-style-type: none"> <li>Source of information and data</li> <li>Potential partner in Community Conversations initiative</li> </ul>

Organisation	Role	Key issues & opportunities
Country SA PHN	<ul style="list-style-type: none"> <li>Is the primary health network covering the country areas of SA, responsible for:               <ul style="list-style-type: none"> <li>Population health planning (needs assessments/data analysis) including service gap identification</li> <li>Health care commissioning particularly for vulnerable populations</li> <li>Supporting general practices</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Participates in local networks and Community Conversations project.</li> <li>Source of data</li> <li>Potential funding partner.</li> </ul>
Dementia Friendly Communities Committee	<ul style="list-style-type: none"> <li>Role is to raise awareness about people living with dementia and to create a Dementia Friendly Community.</li> <li>Supported by CADL</li> </ul>	<ul style="list-style-type: none"> <li>Have established a Dementia Friendly Garden in the Bush Gardens</li> <li>Conducted dementia friendly audit of Council's entrance and Library which will be considered when redesigning customer support area.</li> <li>Need to raise awareness of dementia to increase access and inclusion in public spaces.</li> </ul>
Feros Care	<ul style="list-style-type: none"> <li>NDIS Local Area Coordinator servicing the Barossa region.</li> <li>Primary role is to assist participants with developing and reviewing their NDIS plans.</li> <li>Has a role in building capacity of community to improve access and inclusion for people with disability, including those ineligible for NDIS.</li> </ul>	<ul style="list-style-type: none"> <li>Office based in Gawler.</li> <li>Has resources to work with Councils and other service providers to increase access and inclusion of mainstream facilities and services for people with disability.</li> <li>Works with people with disability to build capacity to achieve independence.</li> </ul>
Gawler & Districts Community Services Forum	<ul style="list-style-type: none"> <li>To promote cooperation among service providers, share information, maintain referral networks and identify needs within the community.</li> <li>Over 140 members</li> <li>Meets monthly</li> </ul>	<ul style="list-style-type: none"> <li>Opportunities for information and data sharing, referrals and facilitating partnerships to address issues</li> </ul>
Junction Australia	<ul style="list-style-type: none"> <li>Focus is:               <ul style="list-style-type: none"> <li>Homelessness and affordable housing</li> <li>Child protection</li> <li>Domestic violence</li> </ul> </li> <li>Undertook regional analysis of housing and community in 2015</li> </ul>	<ul style="list-style-type: none"> <li>Rapid population growth will put pressure on transport, housing and community infrastructure.</li> <li>Service provider networks are fragmented and need greater coordination.</li> </ul>

Organisation	Role	Key issues & opportunities
	<ul style="list-style-type: none"> <li>Barossa and Districts Housing Association merged with Junction Australia in 2016</li> </ul>	<ul style="list-style-type: none"> <li>No emergency accommodation in the region. All emergency accommodation is through the Homelessness Gateway.</li> </ul>
Light Regional Council	<ul style="list-style-type: none"> <li>A regional partner:               <ul style="list-style-type: none"> <li>Barossa, Light &amp; Lower North Region Public Health &amp; Wellbeing Plan</li> <li>Barossa, Light and Lower North Regional Disability Access and Inclusion Plan</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Most service providers located in Gawler or Barossa.</li> <li>Serviced by Barossa &amp; Light Home Assist and Community Transport and State HACC</li> <li>Lack of transport for residents a major issue.</li> <li>Limited resources but keen to collaborate where possible.</li> </ul>
Lutheran Community Care	<ul style="list-style-type: none"> <li>Provides:               <ul style="list-style-type: none"> <li>Emergency relief – vouchers</li> <li>Financial counselling</li> <li>Outreach - Centacare, Northern Domestic Violence Service.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Not funded for homelessness but is seeing an increase in homeless people presenting for support.</li> <li>No emergency accommodation in the Barossa</li> <li>Not enough community housing in the area.</li> </ul>
Southern Barossa Alliance	<ul style="list-style-type: none"> <li>The SBA is an incorporated organisation which fosters community cohesiveness, promotes regional activities, tourism and local businesses, and represents the Southern Barossa at State and Local Government level.</li> <li>Auspice of Local Drug Action Team</li> </ul>	<ul style="list-style-type: none"> <li>Aim is to focus on working with the whole community to prevent harm from alcohol and other drugs</li> <li>Hosting Family Drug Support Service.</li> <li>Needs data to support development of Community Action Plan</li> <li>Needs more support to cover the whole Barossa area.</li> </ul>
Relationships Australia – Gambling Help Service	<ul style="list-style-type: none"> <li>Provides free, confidential and comprehensive support service for people affected by gambling.</li> </ul>	<ul style="list-style-type: none"> <li>Shame and stigma associated with gambling. is A hidden problem</li> <li>Perception that people in the Barossa are rich and therefore can afford to gamble.</li> </ul>
SA Mental Health Commission	<ul style="list-style-type: none"> <li>Implementation of SA Mental Health Strategic Plan</li> </ul>	<ul style="list-style-type: none"> <li>Commissioner keen to engage with communities.</li> <li>As one of the core strategies of the Strategic Plan, the Mental Health Services Plan will guide the commissioning and delivery of SA</li> </ul>

Organisation	Role	Key issues & opportunities
		Health operated and commissioned mental health and wellbeing services.
Southern Barossa Alliance	<ul style="list-style-type: none"> <li>Incorporated organisation which fosters community cohesiveness, promotes regional activities, tourism and local businesses, and represents the Southern Barossa at State and Local Government level.</li> <li>Auspice of Local Drug Action Team</li> </ul>	<ul style="list-style-type: none"> <li>Aim is to focus on working with the whole community to prevent harm from alcohol and other drugs</li> <li>Hosting Family Drug Support Service.</li> <li>Needs data to support development of Community Action Plan</li> <li>Needs more support to cover the whole Barossa area.</li> </ul>
State Member for Barker	<ul style="list-style-type: none"> <li>Represent constituents and advocate for State Government resources in the region</li> </ul>	<ul style="list-style-type: none"> <li>Supports Community Conversations initiative</li> </ul>
The Barossa Council Disability Access & Inclusion Advisory Group (DAIAG)	<ul style="list-style-type: none"> <li>Provide information Advice to Council and others on disability issues based on live experience</li> <li>Assist with the implementation of the Regional DAIP and TBC DAIP Action Plan</li> </ul>	<ul style="list-style-type: none"> <li>Passionate and highly motivated group of residents and service providers with lived experience of disability willing to work with Council and other partners to improve access and inclusion.</li> </ul>
The Barossa Council Public Library	<ul style="list-style-type: none"> <li>Library services</li> <li>Computer and internet access.</li> <li>Local history</li> </ul>	<ul style="list-style-type: none"> <li>Already involved in 'informal' social inclusion activities and community events.</li> <li>Seeking to create opportunities to improve access and inclusion for all residents.</li> <li>There is scope to ensure the school holiday programs are accessible for children with disability.</li> <li>Reconciliation Group input to Local History collection.</li> </ul>
Tourism Barossa	<ul style="list-style-type: none"> <li>The peak body representing Tourism operators in the Barossa.</li> </ul>	<ul style="list-style-type: none"> <li>Willing to collaborate to improve access and inclusion and to develop new market opportunities.</li> <li>Consulted with the DAIAG to develop criteria for use of the wheelchair symbol in the current edition of the Barossa Touring Map.</li> </ul>
Town of Gawler	<ul style="list-style-type: none"> <li>A regional partner: <ul style="list-style-type: none"> <li>Barossa, Light &amp; Lower North Region Public Health &amp; Wellbeing Plan</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Launched Reconciliation Action Plan in 2018 and willing to provide information about process etc.</li> </ul>

Organisation	Role	Key issues & opportunities
	<ul style="list-style-type: none"> <li>Barossa, Light and Lower North Regional Disability Access and Inclusion Plan</li> </ul>	
Tutti Arts	<ul style="list-style-type: none"> <li>Tutti Arts works across many art forms to promote the professional development of artists with a learning or intellectual disability.</li> </ul>	<ul style="list-style-type: none"> <li>Delivering visual arts program in the Barossa for people under 65 with disability.</li> <li>Would like to expand program to include performing arts.</li> <li>Keen to increase profile of artists with disability</li> </ul>
Visitor Information Centre	<ul style="list-style-type: none"> <li>Booking accommodation, experiences and tours.</li> <li>Promoting and selling Barossa made produce and souvenirs</li> <li>Manages the Cycle Hub</li> <li>Provides free internet access and wifi</li> </ul>	<ul style="list-style-type: none"> <li>Opportunity for improved access with redevelopment of the Centre.</li> <li>Opportunity to promote accessible tourism products.</li> </ul>
Volunteering Barossa & Light	<ul style="list-style-type: none"> <li>Council community service that matches volunteers to positions and provides help and advice on all aspects of volunteering.</li> </ul>	<ul style="list-style-type: none"> <li>Lots of people needing volunteer roles to comply with Centrelink requirements.</li> <li>Difficult to find volunteer positions for people with disability and psycho-social conditions.</li> <li>High risk for vulnerable people.</li> <li>Many organisations rely on volunteers but don't always have the staff available to adequately supervise and support them</li> <li>Lack of transport limits opportunities.</li> <li>How to access people who are isolated.</li> </ul>
White Dog Mental Health Group	<ul style="list-style-type: none"> <li>Small network of service providers that aim to promote mental health and increase community awareness of mental illness.</li> </ul>	<ul style="list-style-type: none"> <li>Have organised community awareness raising events in the past.</li> <li>Currently in recess whilst determining feasibility of evolving into a local suicide prevention group.</li> </ul>


## Appendix 2

## Bibliography

Document / Resource	Web link
Australian Bureau of Statistics Census of Population and Housing: Estimating homelessness, 2016	<a href="http://www.abs.gov.au/AUSSTATS/abs@.nsf/DetailsPage/2049.02016?OpenDocument">http://www.abs.gov.au/AUSSTATS/abs@.nsf/DetailsPage/2049.02016?OpenDocument</a>
Australian Human Rights Commission	<a href="https://www.humanrights.gov.au/">https://www.humanrights.gov.au/</a>
Barossa, Light & Lower North Region Public Health & Wellbeing Plan	<a href="https://www.barossa.sa.gov.au/Media/Default/Community%20and%20Cultural%20Services/Public%20Health%20and%20Safety/Part%20A%20Barossa%20Light%20and%20Lower%20North%20PH%20Plan%20Final.pdf">https://www.barossa.sa.gov.au/Media/Default/Community%20and%20Cultural%20Services/Public%20Health%20and%20Safety/Part%20A%20Barossa%20Light%20and%20Lower%20North%20PH%20Plan%20Final.pdf</a>
Barossa, Light and Lower North Regional Disability Access and Inclusion Plan	<a href="https://www.barossa.sa.gov.au/Media/Default/Banners/Community%20and%20Cultural%20Services/Attachment%201%20-Draft%20Regional%20DAIP%20-%20April%202018%20.pdf">https://www.barossa.sa.gov.au/Media/Default/Banners/Community%20and%20Cultural%20Services/Attachment%201%20-Draft%20Regional%20DAIP%20-%20April%202018%20.pdf</a>
Barossa Regional Study: Housing and Community, Report Commissioned by Junction Australia, Dr Tony Gilmour, October 2015	<a href="https://static1.squarespace.com/static/56a56b4a05f8e21e9555eb4e/t/577e38f6b8a79b350ef0533c/1467889920746/Barossa+2015.pdf">https://static1.squarespace.com/static/56a56b4a05f8e21e9555eb4e/t/577e38f6b8a79b350ef0533c/1467889920746/Barossa+2015.pdf</a>
Common Ground Sharing Aboriginal and Torres Strait Islander cultures, histories and lived experiences	<a href="https://www.commonground.org.au/">https://www.commonground.org.au/</a>
Community Conversations Toolkit	<a href="https://www.atsdr.cdc.gov/nationalconversation/docs/Toolkit_3instructions.pdf">https://www.atsdr.cdc.gov/nationalconversation/docs/Toolkit_3instructions.pdf</a>
Country SA Primary Health Network (PHN)	<a href="http://countrysaphn.com.au/?start=6">http://countrysaphn.com.au/?start=6</a>
Disability Access and Inclusion Plan, The Barossa Council Action Plan	<a href="https://www.barossa.sa.gov.au/Media/Default/Banners/Community%20and%20Cultural%20Services/18%2060070%20%20Updated%20Disability%20Access%20and%20Inclusion%20Plan%202018-2023%20-%20alignment%20with%20corporate%20pillars.pdf">https://www.barossa.sa.gov.au/Media/Default/Banners/Community%20and%20Cultural%20Services/18%2060070%20%20Updated%20Disability%20Access%20and%20Inclusion%20Plan%202018-2023%20-%20alignment%20with%20corporate%20pillars.pdf</a>
Disability Discrimination Act	<a href="https://www.humanrights.gov.au/our-work/disability-rights/about-disability-rights/overview-dda-disability-discrimination-act">https://www.humanrights.gov.au/our-work/disability-rights/about-disability-rights/overview-dda-disability-discrimination-act</a>

Document / Resource	Web link
Homelessness Funding : A Quick Guide	<a href="https://www.homelessnessaustralia.org.au/sites/homelessnessaus/files/2017-07/Homelessnesss_funding_fact_sheet_UPDATED_Jan_2016.pdf">https://www.homelessnessaustralia.org.au/sites/homelessnessaus/files/2017-07/Homelessnesss_funding_fact_sheet_UPDATED_Jan_2016.pdf</a>
Mental Health First Aid Manual, Fourth Edition, Kitchner, Jorm & Kelly, Mental Health First Aid Australia, 2017	<a href="https://mhfa.com.au/">https://mhfa.com.au/</a>
<i>On Dignity Social Inclusion and the Politics of Recognition</i> , Zoe Morrison, Brotherhood of St Laurence and University of Melbourne Centre for Public Policy 2010	<a href="http://library.bsl.org.au/jspui/bitstream/1/1942/1/Morrison_On_dignity_2010.pdf">http://library.bsl.org.au/jspui/bitstream/1/1942/1/Morrison_On_dignity_2010.pdf</a>
Reconciliation SA	<a href="http://www.reconciliationsa.org.au/reconciliation">http://www.reconciliationsa.org.au/reconciliation</a>
Respecting Community Diversity - Access and Equity Policy and Strategy – City of Salisbury	<a href="http://www.salisbury.sa.gov.au/Live/Community/Disability_and_Access/Human_Rights_Disability_Inclusion_and_Diversity_Resource_Guide?BestBetMatch=social%20inclusion 9d82872e-4b5e-4c6f-a134-d113dc2dea71 0e93b394-4add-4c5f-8840-a2280124c87f en-AU">http://www.salisbury.sa.gov.au/Live/Community/Disability_and_Access/Human_Rights_Disability_Inclusion_and_Diversity_Resource_Guide?BestBetMatch=social%20inclusion 9d82872e-4b5e-4c6f-a134-d113dc2dea71 0e93b394-4add-4c5f-8840-a2280124c87f en-AU</a>
SA Disability Inclusion Act	<a href="http://governmentgazette.sa.gov.au/sites/default/files/public/documents/gazette/2018/June/2018_044.pdf">http://governmentgazette.sa.gov.au/sites/default/files/public/documents/gazette/2018/June/2018_044.pdf</a>
SA Disability Inclusion Regulations 2019	<a href="https://www.legislation.sa.gov.au/LZ/C/A/DISABILITY%20INCLUSION%20ACT%202018.aspx">https://www.legislation.sa.gov.au/LZ/C/A/DISABILITY%20INCLUSION%20ACT%202018.aspx</a>
SA Mental Health Commission	<a href="http://samentalhealthcommission.com.au/">http://samentalhealthcommission.com.au/</a>
Social Development Policy – City of Holdfast Bay	<a href="https://chb-public-assets.s3.amazonaws.com/general-downloads/Council/Policies/Social-Development-Policy.pdf">https://chb-public-assets.s3.amazonaws.com/general-downloads/Council/Policies/Social-Development-Policy.pdf</a>
Social exclusion and social inclusion: Resources for child and family services Myfanwy McDonald	<a href="https://aifs.gov.au/cfca/publications/social-exclusion-and-social-inclusion-resources-child">https://aifs.gov.au/cfca/publications/social-exclusion-and-social-inclusion-resources-child</a>
Social Inclusion in Australia: How Australia is faring, 2nd Edition, Australian Social Inclusion Board, 2012	<a href="http://library.bsl.org.au/jspui/bitstream/1/3170/1/Social%20inclusion%20in%20Australia%20how%20Australia%20is%20faring2012.pdf">http://library.bsl.org.au/jspui/bitstream/1/3170/1/Social%20inclusion%20in%20Australia%20how%20Australia%20is%20faring2012.pdf</a>

Document / Resource	Web link
Social Inclusion: What Does It Mean For Health Policy And Practice? 2017 The International Bank for Reconstruction and Development / The World Bank	<a href="https://openknowledge.worldbank.org/bitstream/handle/10986/28941/121584-WP-SocialInclusionHealth-PUBLIC.pdf?sequence=1&amp;isAllowed=y">https://openknowledge.worldbank.org/bitstream/handle/10986/28941/121584-WP-SocialInclusionHealth-PUBLIC.pdf?sequence=1&amp;isAllowed=y</a>
Social Planning: core competencies Planning Institute Australia	<a href="https://www.planning.org.au/aboutpia/social-planning">https://www.planning.org.au/aboutpia/social-planning</a>
Strong Voices: A Blueprint to Enhance Life and Claim the Rights of People with Disability in SA, SA Social Inclusion Board	<a href="http://dhs.sa.gov.au/_data/assets/pdf_file/0004/13567/strong-voices-a-blueprint.pdf">http://dhs.sa.gov.au/_data/assets/pdf_file/0004/13567/strong-voices-a-blueprint.pdf</a>
The Barossa Council Community Plan	<a href="https://www.barossa.sa.gov.au/Search?c=1&amp;q=community+plan">https://www.barossa.sa.gov.au/Search?c=1&amp;q=community+plan</a>
The World Bank Group	<a href="https://www.worldbank.org/en/topic/social-inclusion">https://www.worldbank.org/en/topic/social-inclusion</a>
Town of Gawler Reconciliation Action Plan	<a href="https://www.gawler.sa.gov.au/community/aboriginal-torres-strait-islanders/reconciliation-in-gawler">https://www.gawler.sa.gov.au/community/aboriginal-torres-strait-islanders/reconciliation-in-gawler</a>  <a href="https://s3-ap-southeast-2.amazonaws.com/tog-public-assets/docs/Town-of-Gawler-Reconciliation-Action-Plan-July-2018-July-2020.pdf">https://s3-ap-southeast-2.amazonaws.com/tog-public-assets/docs/Town-of-Gawler-Reconciliation-Action-Plan-July-2018-July-2020.pdf</a>
United Nations Convention on Rights of Persons with Disabilities	<a href="https://www.un.org/development/desa/disabilities/convention-on-the-rights-of-persons-with-disabilities.html">https://www.un.org/development/desa/disabilities/convention-on-the-rights-of-persons-with-disabilities.html</a>
UNESCO Social & Human Services  Social Inclusion, Social Transformations, Social Innovation; What role for UNESCO in 2014-2021?	<a href="http://www.unesco.org/new/en/social-and-human-sciences/themes/urban-development/migrants-inclusion-in-cities/good-practices/social-inclusion/">http://www.unesco.org/new/en/social-and-human-sciences/themes/urban-development/migrants-inclusion-in-cities/good-practices/social-inclusion/</a>  <a href="http://www.unesco.org/new/fileadmin/MULTIMEDIA/HQ/BPI/EPA/images/media_services/Director-General/ConceptNoteSocialInclusionSocialTransformationsSocialInnovationEN.pdf">http://www.unesco.org/new/fileadmin/MULTIMEDIA/HQ/BPI/EPA/images/media_services/Director-General/ConceptNoteSocialInclusionSocialTransformationsSocialInnovationEN.pdf</a>

	<b>{Project Name} – Project Scope</b> Attachment 3	
	<b>Change Champion:</b>	Director, Corporate & Community Services
	<b>Project Coordinator:</b>	Manager Community & Culture, Collaborative PO
	<b>TRIM Ref:</b>	18/90958

Description of Project
<p>Social Planning Project</p> <p>Continuing transition from direct service delivery to a leadership, advocacy, partnership and facilitator role for Council as articulated in the Community Plan.</p>

Objectives and Benefits of Project
1. Establish and maintain collaborative partnerships with service providers and other stakeholders for the purpose of identifying and addressing service delivery gaps in the region for people whose circumstances may lead to social exclusion.
2. Engage with service providers and other stakeholders in the Barossa region to build capacity of the social services sector to respond to the needs of their clients in a coordinated manner.
3. Advocate to relevant Government authorities for appropriate levels of funding for social services in the region.
4. Investigate funding opportunities to support Council's ongoing role in Social Planning.
5. Partner with the Barossa Reconciliation Group in developing and delivering their vision and strategic plan.
6. Support the development of a social inclusion policy for The Barossa Council.
7. Support Council's Disability Access and Inclusion Advisory Group in its role of implementation of the Disability Access and Inclusion Action Plan and in providing information advice, and suggestions to Council on disability issues based on lived experience.
8. Facilitate implementation of Council's Disability Access and Inclusion Action Plan through undertaking relevant actions and ensuring there is a whole of Council approach to delivery of the Plan.
9. Explore opportunities for a regional approach to addressing Social Inclusion.
10. Minimise Council and community exposure to risk. Comply with all legislative, funding body and internal control requirements. Mitigate risks of incidents and ensure sound governance of the Project.

Cost (High Level)
<ul style="list-style-type: none"> <li>Salary &amp; on costs</li> <li>Project Costs \$5,000 per year</li> <li>Travel \$500 per annum</li> </ul>

Project Team		
Name	Position	When Required
TBA	Elected Member x 2	Twice yearly Project Progress Meetings
TBA	External Project Stakeholders x 2	Twice yearly Project Progress Meetings.
Jo Thomas	Director Corporate & Community Services	Twice yearly Project Progress Meetings. Quarterly Internal Working Group

		meetings.
Kirsty Hage	Manager, Community & Culture	Twice yearly Project Progress Meetings . Quarterly Internal Working Group meetings.
Tania Paull	Manager, Customer, Library & Heritage	Twice yearly Project Progress Meetings . Quarterly Internal Working Group meetings.
Heidi Helbig	Communications & Engagement Officer	Quarterly Internal Working Group meetings. As required for media opportunities
Deb Anderson	Collaborative Project Officer	Twice yearly Project Progress Meetings . Quarterly Internal Working Group meetings. Project delivery – 14 hours per week.

Project Stakeholders	
Stakeholder	Expectations / Impact
Internal: <ul style="list-style-type: none"> <li>Whole of Council</li> <li>Disability Access &amp; Inclusion Advisory Group (DAIAG)</li> </ul>	<p>All Council activities need to apply a 'social inclusion lens' in delivering services. Will require training, awareness raising, and communication to achieve this.</p> <p>Member of DAIAG expect to have opportunities to influence Council activities through providing advice and information from a 'lived experience' perspective</p>
External: <ul style="list-style-type: none"> <li>Service providers including Community Conversations members</li> <li>Town committees</li> <li>Sporting clubs</li> <li>Regional Councils</li> <li>Barossa, Light and Lower Northern Region Public Health and Wellbeing Plan</li> <li>Barossa, Light and Lower North Regional Disability Access and Inclusion Plan and The Barossa Council DAIP Action Plan</li> <li>Regional Development Australia (B, L, G AP)</li> <li>State &amp; Federal Govt</li> </ul>	<p>Regular communication</p> <p>} } } } } } } } } } } } } }</p> <p>Expectation that these stakeholder will actively participate in Project activities to achieve social inclusion outcomes for their communities</p> <p>Expectation that elected representatives will advocate for appropriate levels of government funding to service the area.</p>

--	--

Project Communication and Governance		
Who	Method	Frequency
Council	Progress reports	quarterly
Project Reference Group	Meetings	X 2 year
Internal Working Group	Meetings	Quarterly
Community Conversations Group	Meetings	Monthly – to be confirmed
DAIAG	Meetings and reports from Directorates	Monthly
Project Stakeholders	Email, media releases	As needed

Deliverables & Milestones		
High Level Project Deliverables	By Who	By When
1. Implementation of Disability Access & Inclusion Action Plan including maintaining the DAIAG.	Whole of council	Ongoing delivery and review as per legislation
2. Facilitate the establishment of a sustainable community services network to address gaps in service provision as identified through the Community Conversations initiative	PO	Ongoing delivery and review after 2 years
3. Maintaining networks to support the objectives of the project objectives	PO	ongoing
4. Conducting research and data to inform project delivery.	PO	6 months for baseline data then ongoing
5. Participation in community-led Reconciliation activities in partnership with the Barossa Reconciliation Group.	PO	2 years
6. Contribute to the development of a Social Inclusion Policy for Council.	PO	2 years
7. Administration of Project activities	PO	Ongoing
8. Maintaining service level for under 65 residual program subject to current and ongoing funding	PO	as per contract

Record Management Containers			
Required?	Container Type	Record Number	Scope Note
Yes	Project Management		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.

### Attachment 3

Yes	Facilitative		Temporary Project Records - Documents within project management such as drafts for comment, unsuccessful registrations of interest, unsuccessful submissions, working documentation.
Yes	Consultation		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		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.
No	Financial		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.
No	Tendering		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.
No	Testing		The process of determining the suitability and effectiveness of potential or existing programmes, projects, items of equipment, systems or services in relation to meeting the needs of the given situation. Includes ongoing monitoring.

Related Documents:		
Document	TRIM Ref	Document Contents
BAT / DDR	18/90958	Business Justification Risk Assessment Project Costings Project Scope
Project Plan	18/8216	Actions, Deliverables, Timeframes, performance indicators
Chronology	18/90931	Chronology of Social Inclusion Involvement by The Barossa Council 1998 - 2019
Discussion Paper	18/90915	Report of the findings of Social Inclusion Scoping Project to identify issues and opportunities, and a potential future role for Council.
Council Report 19/2/19	18/90729	Provided Council with an update of the progress of the Social Inclusion Scoping Study and to seek Council's endorsement for the 'Social Planning Project' to proceed to the next stage of the 2019/20 New Initiatives process.

Project Constraints, Assumptions and Dependencies
<ul style="list-style-type: none"> <li>Ongoing active engagement of all project stakeholders</li> <li>Sector funding – internal and external</li> <li>Assumption that data will support future funding and development of initiatives</li> </ul>

Environmental Scan:		
Relevant Strategies / Plans	Related TBC Projects/Programs	Legislation

<ul style="list-style-type: none"> <li>Community Plan</li> <li>Barossa, Light and Lower North Regional Disability Access and Inclusion Plan</li> <li>DAIP – TBC Action Plan</li> <li>Barossa, Light and Lower Northern Region Public Health and Wellbeing Plan</li> </ul>	<ul style="list-style-type: none"> <li>The Big Project</li> <li>Collaborative Project</li> <li>Volunteering Barossa &amp; Light</li> <li>Barossa &amp; Light Home Assist &amp; Community Transport</li> <li>Barossa Bush Gardens</li> <li>Library / Local History</li> <li>Visitor Information Centre</li> <li>Sport and Recreation Programs</li> </ul>	<ul style="list-style-type: none"> <li>Disability Inclusion Act 2018</li> <li>Disability Discrimination Act</li> <li>South Australian Public Health Act 2011</li> <li>Local Government Act 1999</li> </ul>
---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

Success Measures			
Objective	Measure	Acceptable Variance	Result
1. Establish and maintain collaborative partnerships with service providers and other stakeholders for the purpose of identifying and addressing service delivery gaps in the region for people whose circumstances may lead to social exclusion.	Representation by 2 x Council elected members, 4 x Council staff and 2 x community representatives.	Nil	Identified gaps are identified and addressed through a collaborative approach.
	Media releases are produced quarterly	Less one per year	
	External project structure includes representation by: sectors of Disability, Homelessness, Mental Health and Aboriginal service providers.	Less one sector representative	
	Data addresses gaps regarding Project priority areas.	Less one Project priority area	
	100% of stakeholders receive information about the Project	-10%	
2. Engage with service providers and other stakeholders in the Barossa region to build capacity of the social services sector to respond to the needs of their clients	Attendance at least 75% of network meetings.	-10%	Service providers and consumers report improved coordination of services in the region.
	80% of identified stakeholders are consulted.	-10%	
	At least 2 activities per year that foster	Less 1 per year	

Success Measures			
Objective	Measure	Acceptable Variance	Result
in a coordinated manner.	collaboration, eg workshops, forums are organised		
3. Advocate to relevant Government authorities for appropriate levels of funding for social services in the region.	All elected members in the Project region are presented with data.	Nil	Elected representatives and government authorities are better informed of local service needs and will advocate for appropriate levels of government funding to service the area.
4. Investigate funding opportunities to support Council's ongoing role in Social Planning.	At least one potential funding source is identified.		There is increased sustainability of resourcing of Social Planning activities in the region.
5. Partner with the Barossa Reconciliation Group in developing and delivering their vision and strategic plan.	Attendance at 75% of Group meetings and activities  At least two Reconciliation activities per year.	-10%  Nil	There is increased community awareness and respect for the traditional owners of the Barossa.
6. Support the development of a social inclusion policy for The Barossa Council.	Policy is endorsed by Council	Nil	Council has a policy framework that supports its Community Plan vision and Health & Wellbeing Strategies
7. Support Council's Disability Access and Inclusion Advisory Group (DAIAG) in its role of implementation of the Disability Access and Inclusion Action Plan and in providing information advice, and suggestions to Council on disability issues based on lived experience.	At least 9 DAIAG meetings are held each calendar year.  Each directorate reports on progress to DAIAG at least twice per calendar year.  100% of actions are followed up	Less 1  Nil  -20%	Council services and facilities are more accessible and inclusive for people with disability.  There is increased opportunities for people with disability to participate in Council decision making.

Success Measures			
Objective	Measure	Acceptable Variance	Result
8. Facilitate implementation of Council's Disability Access and Inclusion Action Plan through undertaking relevant actions and ensuring there is a whole of Council approach to delivery of the Plan.	<p>Timeframes outlined in the Action Plan are achieved</p> <p>DAIAG reports satisfaction with implementation.</p> <p>Participate in 2 Regional DAIP meetings/activities per year.</p> <p>Regional DAIP and Action Plan comply with new Disability Inclusion Act</p> <p>Attend 100% of LGAIN meetings (4 per year).</p>	<p>Subject to review.</p> <p>Less 1</p> <p>Will need to review if non-compliant</p> <p>Less 25%</p>	Council services and facilities are more accessible and inclusive for people with disability.
9. Explore opportunities for a regional approach to addressing Social Inclusion.	4 regional partners are identified and consider opportunities	Less one stakeholder	Greater equity of resource distribution to vulnerable communities across the region
10. Minimise Council and community exposure to risk. Comply with all legislative, funding body and internal control requirements. Mitigate risks of incidents and ensure sound governance of the Project.	<p>All risks are mitigated</p> <p>100% of records pertaining to the Project are stored.</p>	<p>Nil</p> <p>Nil</p>	Council risk is reduced and Project complies with legislative requirements.

Project Evaluation/Post Implementation Review
1. Outcomes against project success measures
2. Lessons Learned: <ul style="list-style-type: none"> <li>• What worked well?</li> <li>• What did not?</li> </ul>
3. Check all documentation has been captured, notify records of TRIM containers to be closed
4. Document and save in TRIM a review of assessments, lessons learned and outcomes
5. Update contractor register with to complete active contracts, add comments and review

APPENDIX 1 – Detailed Project Plan (Attached)

APPENDIX 2 – Scope Change Log (Attached)

Project Scope Sign-Off

	Name	Signature	Date
Change Champion			
Project Coordinator			

DRAFT

# APPENDIX 1 - Detailed Project Plan

## Objective 1

Establish and maintain collaborative partnerships with service providers and other stakeholders for the purpose of identifying and addressing service delivery gaps in the region for people whose circumstances may lead to social exclusion.

## Outcome

Identified gaps are identified and addressed through a collaborative approach.

Action	Deliverables	Timeframes	Performance Indicators
Development of a project governance structure that is representative of internal Council stakeholders and external service providers in the region.	Establishment of a project reference group and an internal working group. Terms of reference Regular meetings (& minutes)	By August 2019	Representation by 2 x Council elected members, 4 x Council staff and 2 x community representatives.
	Communications Plan		Media releases are produced quarterly
	Development of an external project structure for Community Conversations project Terms of Reference Regular meetings (& minutes) Communication Plan Development of a Data base of stakeholders	By August 2019	External project structure includes representation by: Disability, Homelessness, Mental Health and Aboriginal service providers.
	Collation and analysis of relevant data.	By end 2019	Data addresses gaps regarding Project priority areas.
	Relevant information is disseminated	Ongoing as required	100% of stakeholders receive information about the Project
	Participation in relevant community networks eg Barossa Community Services Network and Gawler & Districts Community Services Forum.	Monthly	Attendance at least 75% of network meetings.

<b>Objective 2</b> Engage with service providers and other stakeholders in the Barossa region to build capacity of the social services sector to respond to the needs of their clients in a coordinated manner. <b>Outcome</b> Service providers and consumers report improved coordination of services in the region.			
Action	Deliverables	Timeframes	Performance Indicators
Facilitate collaboration and improved coordination between service providers.	Summary document of consultations with service providers to identify & address barriers to collaboration.  Organise appropriate activities that foster collaboration, eg workshops, forums	By end 2019  First activity by end 2019.	80% of identified stakeholders are consulted.  At least 2 activities per year are organised.
<b>Objective 3</b> Advocate to relevant Government authorities for appropriate levels of funding for social services in the region. <b>Outcome</b> Elected representatives and government authorities are better informed of local service needs and will advocate for appropriate levels of government funding to service the area.			
Action	Deliverables	Timeframes	Performance Indicators
Increase awareness amongst government authorities and elected representatives of the social services needs of the region	Present data to relevant elected representatives and departmental representatives.	By end 2020	All elected members in the Project region are presented with the data
<b>Objective 4</b> Investigate funding opportunities to support Council's ongoing role in Social Planning. <b>Outcome</b> There is increased sustainability of resourcing of Social Planning activities in the region.			
Action	Deliverables	Timeframes	Performance Indicators
Identify potential sources of funding	Funding submission/s developed	During project	At least one potential funding source is identified.

**Objective 5**

Partner with the Barossa Reconciliation Group in developing and delivering their vision and strategic plan.

**Outcome**

There is increased community awareness and respect for the traditional owners of the Barossa.

Action	Deliverables	Timeframes	Performance Indicators
Attend meetings and planning workshops.	Role of Council in Reconciliation identified  Participation in Reconciliation Week activities	2020  Yearly	Attendance at 75% of Group meetings and activities  At least two activities per year.

**Objective 6**

Support the development of a social inclusion policy for The Barossa Council.

**Outcome**

Council has a policy framework that supports its Community Plan vision and Health & Wellbeing Strategies

Action	Deliverables	Timeframes	Performance Indicators
Initiate development of social inclusion policy	Investigate policies from other councils  Consult with stakeholders	2020	Policy is endorsed by Council

**Objective 7**

Support Council's Disability Access and Inclusion Advisory Group (DAIAG) in its role of implementation of the Disability Access and Inclusion Action Plan and in providing information advice, and suggestions to Council on disability issues based on lived experience.

**Outcomes**

1. Council services and facilities are more accessible and inclusive for people with disability.
2. There is increased opportunities for people with disability to participate in Council decision making.

Action	Deliverables	Timeframes	Performance Indicators
Facilitate monthly meeting of DAIAG	Monthly meetings (minuted)  Actions from meetings are followed up	Monthly  Monthly	At least 9 DAIAG meetings are held each calendar year.  100% of actions are followed up

	Council directorate/s provides a progress report at each meeting		Each directorate reports on progress to DAAG at least twice per calendar year
--	------------------------------------------------------------------	--	-------------------------------------------------------------------------------

**Objective 8**

Facilitate implementation of Council's Disability Access and Inclusion Action Plan through undertaking relevant actions and ensuring there is a whole of Council approach to delivery of the Plan.

**Outcome**

Council services and facilities are more accessible and inclusive for people with disability.

Action	Deliverables	Timeframes	Performance Indicators
Council's DAIP Action Plan is implemented across Council	<p>Facilitate delivery of the Action Plan (particularly Culture, Corporate &amp; Community Services)</p> <p>Participate in meetings/activities regarding the Regional DAIP</p> <p>Council compliance with new Disability Inclusion Act</p> <p>Attendance at Local Government Access &amp; Inclusion Network (LGAIN) meetings</p>	<p>Ongoing</p> <p>As required</p> <p>October 2020</p> <p>Quarterly</p>	<p>Timeframes outlined in the Action Plan are achieved</p> <p>DAAG reports satisfaction with implementation.</p> <p>Attend at least one per year</p> <p>Regional DAIP and Action Plan comply with new Disability Inclusion Act</p> <p>Attend 100% of LGAIN meetings.</p>

**Objective 9**

Explore opportunities for a regional approach to addressing Social Inclusion.

**Outcome**

Greater equity of resource distribution to vulnerable communities across the region.

Action	Deliverables	Timeframes	Performance Indicators
Consultation with regional stakeholders	Report of findings from consultation.	By end of project	4 regional partners are identified and consider opportunities

**Objective 10**

Minimise Council and community exposure to risk. Comply with all legislative, funding body and internal control requirements. Mitigate risks of incidents and ensure sound governance of the Project.

**Outcome**

Council risk is reduced and Project complies with legislative requirements.

Action	Deliverables	Timeframes	Performance Indicators
Identify and address risks.	Undertake risk assessment as part of NI process.	Prior to commencement of project	All risks are mitigated
Record keeping.	Documentation of all activities of the Project	Ongoing	100% of records pertaining to the Project are stored.

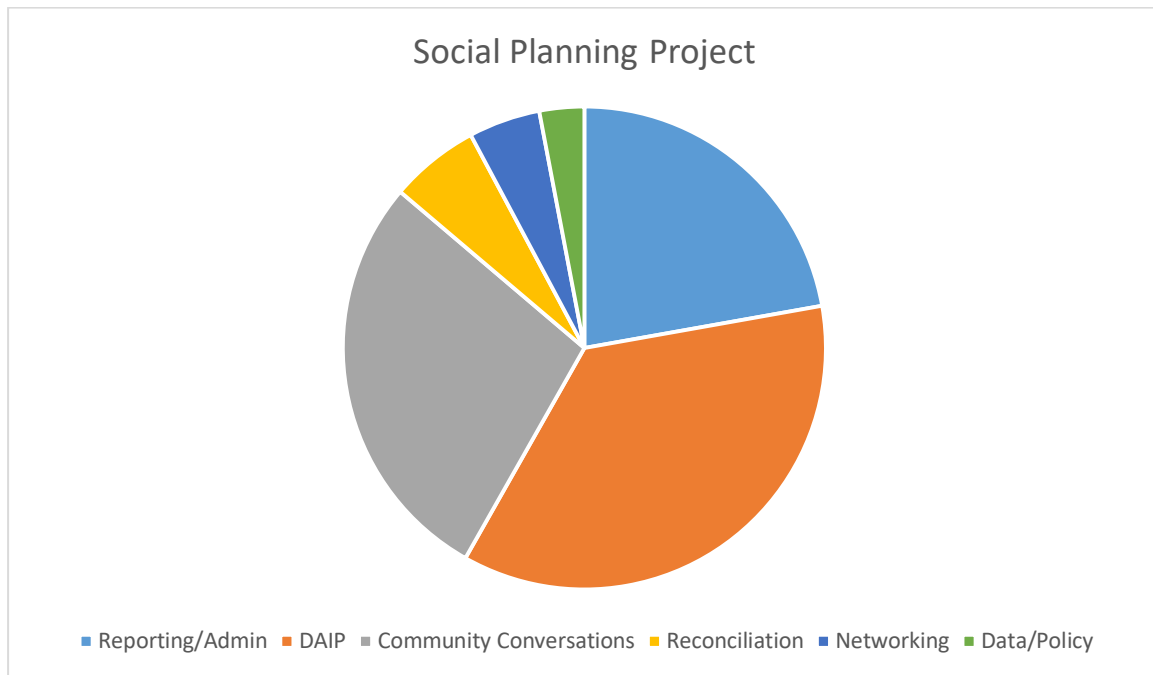
## APPENDIX 2 – Scope Change Log

Date	Change Detail	BY WHOM
XX-XX-XXXX		

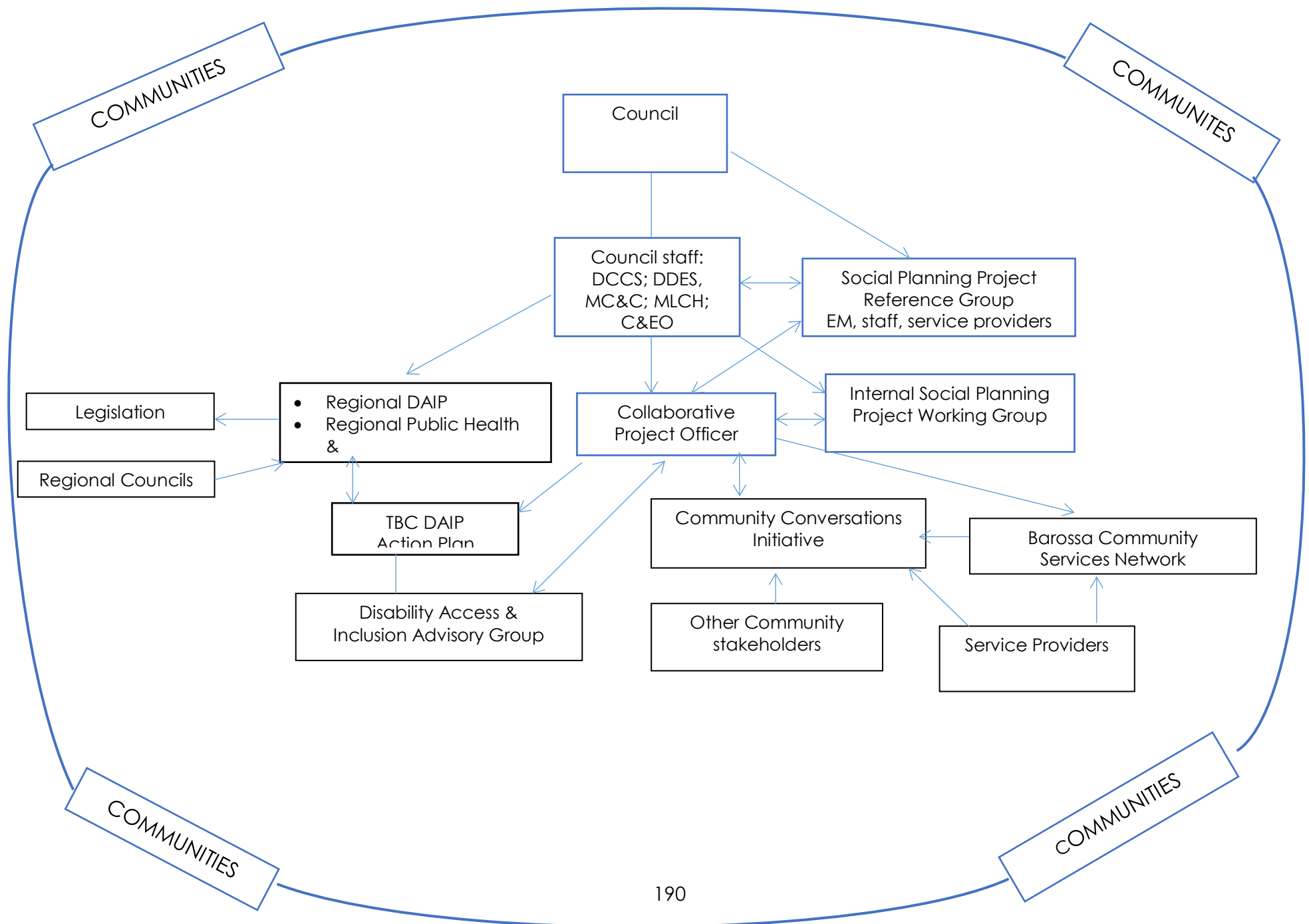
DRAFT

## ATTACHMENT 4

### Social Planning Project - Breakdown of Tasks



# ATTACHMENT 5 – Governance / Relationships Structure for Social Planning Project



# Bid Analysis Tool

Attachment 6

Project Name :

Social Inclusion - Social Planning Project

Describe Risk(s) of not doing this project (including not limited to Financial, Public, Commercial, Council, Climate - Risks):

The transition from direct service delivery (Barossa Leisure Options) to a leadership role as articulated in Council's Community Plan 2016-36 in the local and regional social inclusion sector will not be sufficiently resourced or realised.

					Score
					Sum
<b>RISK Priority Number calculated as L + I + W + P (If the Project does not proceed)</b>					14
<b>RPN</b>	Likelihood of Risk Occurring	Impact if Risk Occur	Who Controls Risk	Political Environment	
	5 Almost Certain	5 Catastrophic	5 TBC	5 Extreme Impact	3
	4 Likely	4 Major		4 Major Impact	3
	3 Possible	3 Moderate	3 Both	3 Moderate Impact	5
	2 Unlikely	2 Minor		2 Minor Impact	3
	1 Rare	1 Insignificant	1 External Bodies	1 Insignificant Impact	
<b>COST Priority Number calculated as A + C + F + P</b>					12
<b>CPN</b>	Additional Staff Resources Required	Cash Required (non sal) - Current Year	Future Project Financial Commitments	Period of Future Financial Commitments	
	5 No additional FTE	5 \$0	5 No	5 No	4
	4 Under 1 FTE or additional salary funding			4 <3 out of 10 years	3
	3 1-2 FTE	3 < \$20,000	3 Yes < \$20,000	3 3-5 out of 10 years	1
				2 5-10 out of 10 years	4
	1 >2 FTE	1 > \$20,001	1 Yes > \$20,001	1 On-going >10 years	
<b>IMPACT Priority Number calculated as H + E + S + B</b>					6
<b>IPN</b>	Health & Safety Impact	Environmental Impact	Social/Comm Wellbeing Impact	Business & Economic Impact	
	5 Public at large at threat	5 Significant Positive Impact	5 Significant Positive Impact	5 Significant Positive Impact	1
	3 Section of the community/council employee at threat	3 Positive Impact	3 Positive Impact	3 Positive Impact	1
	1 Neutral Impact	1 Neutral Impact	1 Neutral Impact	1 Neutral Impact	3
	0 Negative Impact	0 Negative Impact	0 Negative Impact	0 Negative Impact	1
<b>BENEFITS Priority Number calculated as E + S + B + S</b>					8
<b>BPN</b>	Funding (External) Sources	Savings	Beneficiaries	Service Levels Outcome (to Community)	
	5 Fully Funded via External Sources	5 Generates Savings immediately	5 TBC - Region Wide & Beyond	5 Industry Best Practice	1
	4 Part Funded External >50% of Total Cost	4 < 12 months	4 TBC - Region Wide	4 Achieving contemporary standards	1
	3 Part Funded External <50% of Total Cost	3 1 - 5 years	3 TBC - Section of Community/Key Stakeholders	3 Improvement/increase in Services Level	3
	2 Potential for funding	2 > 5 years			3
	1 Fully Funded via Rates	1 Not Applicable	1 TBC - Limited number of Beneficiaries	1 No Change to Current Service Level	
<b>FINANCIAL SUSTAINABILITY Priority Number calculated as O + C + J</b>					7
<b>FSPN</b>	Operating Budget Impact	Capital Budget Impact	Justification for Council Involvement		
	5 Favourable	5 Asst Renewal - Like for Like Replacement	5 Legislative Requirement / Must Do		1
					3
	3 No Effect/Not Applicable	3 No Effect/Not Applicable	3 Should Do		3
		2 Upgrade			
	1 Unfavourable	1 New Asset	1 Like To Do		
<b>INNOVATION / CONTINUOUS IMPOVEMENT / OTHER CONSIDERATIONS Priority Number calculated as O + C + J</b>					10
<b>ICIO</b>	Opportunities for Regional /Sector Collaboration	Addressing Local or Regional Emergency Plans	Continuous Improvement	Other Strategic Plans (Public Health, DAIP)	
	5 High	5 Yes to a great extent at regional level	5 Major contribution to achieving	5 Major contribution to achieving	3
		4 Yes to a great extent at local level	4 Substantial contribution to achieving	4 Substantial contribution to achieving	1
	3 Medium	3 Yes to a moderate level at regional or local level	3 Moderate contribution to achieving	3 Moderate contribution to achieving	3
		2 Yes to a limited extent at local level only	2 Limited contribution to achieving	2 Limited contribution to achieving	3
	1 Low	1 No	1 No	1 No	
					57

Any Other Comments:

refer to Council Agenda Report 18/90729 and related Discussion Paper 18/90915

## COUNCIL

### CORPORATE AND COMMUNITY SERVICES

#### MANAGER'S REPORT

19 FEBRUARY 2019

#### 7.3.2 DEBATE AGENDA – MANAGER COMMUNITY AND CULTURE

##### 7.3.2.2

#### CONSIDERATION AND ADOPTION OF BAROSSA REGIONAL GALLERY COMMITTEE RESOLUTIONS

B7908

##### **PURPOSE**

The minutes of Barossa Regional Gallery Committee meetings held 28 August 2018 and 23 October 2018 are presented for the consideration and adoption by Council.

##### **RECOMMENDATION**

That Council, having reviewed the Minutes of the Barossa Regional Gallery Committee meetings held 28 August 2018 and 23 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 1: Minutes of the Barossa Regional Gallery Committee meeting held 28 August 2018
- Attachment 2: Minutes of the Barossa Regional Gallery Committee meeting held 23 October 2018

##### **COMMUNITY PLAN / CORPORATE PLAN / LEGISLATIVE REQUIREMENTS**

Community Plan

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**

Nil

##### **COMMUNITY CONSULTATION**

Not required under legislation or Council's Public Consultation Policy.

# MINUTES

Attachment 1

## THE MEETING OF THE BAROSSA REGIONAL GALLERY COMMITTEE NO 132

held at the Barossa Regional Gallery, 3 Basedow Road, Tanunda  
Tuesday 28<sup>th</sup> August 2018, commencing at 7.00pm

### 1.0 Welcome by Chairman:

Steve welcomed all present to the meeting.

### 1.1 Present:

Steve Kaesler, Kirsty Hage, Sally Goers Fox, Paul Schluter, David Proeve, Peter Heuzenroeder, Raelene Falland, Leonie Boothby, Robert Bader and Marie Rothe

### 1.2 Apologies:

Elizabeth Henderson

### 2.0 Previous Minutes:

The Minutes of the meeting held 2th June 2018 were circulated and were confirmed as a true and correct record of the proceedings of that meeting. *Moved Kirsty, seconded Robert, All agreed*

### 2.1 Business arising from the Minutes:

Nil

### 3.0 Correspondence:

#### **Received: Request from Greenock Estate Winery for an event on 17th September 3 - 6pm**

Steve moved that event is not suitable because it is deemed to be outside the Terms of Reference for hire and use of the property. *Seconded Robert. All agreed.*

### 4.0 Reports:

#### 4.1 Programming/Exhibitions:

- Kirsty has proposal on table at Council for a person to lead the exhibitions committee.
- Opening the following Thursday of the Embroidery Guild's Retrospective Exhibition.
- Lyn Marschall's Exhibition opens on the Friday 7th at 5pm.
- The Internment Exhibition coming from the Migration Museum and with comprehensive Barossa information/stories and include WW2 Exhibition will be from 23rd October - 14th January. Kirsty has interviewed various people, as has Elizabeth. Getting original recordings from Canberra; original newspaper reports and original artefacts. Christine Winter is supplying women in internment from the ABC documentary "The Alien Years". Also the Festival Collection will be up over Christmas & New Year.
- Exhibition called "Tarts on the Wild Side" from various South Australian Artists will open 26th February 2019
- Country Arts will also
- Sally will look into

#### 4.2 Strategic Planning & Actions:

- Nothing more has happened. The Government is still to make a decision on who gets the Federal Regional Growth Grant. Work is continuing around having a Cultural Hub

#### 4.3 Kirsty's Corner:

- Dayna has organised a heap of Workshops in the next months. Adult Workshops and Holiday Workshops for children.
- Adornment Market to be held Saturday 1st December. This year it will be a stand alone - not teaming with the Visitors Centre. Activities for children, also Story Tree, artists and stall holders already asking, there will be wine and food. *Continued...*

# MINUTES

Attachment 1

## THE MEETING OF THE BAROSSA REGIONAL GALLERY COMMITTEE NO 132

held at the Barossa Regional Gallery, 3 Basedow Road, Tanunda  
Tuesday 28<sup>th</sup> August 2018, commencing at 7.00pm

### 4.3 Kirsty's Corner: ....continued

- Friday 19th October - Volunteers Famil Day - to Hahndorf and environs
- After school classes with Sam Cowly
- A decision has been made on the Vintage Festival Collection: Foundation Barossa who has taken it over, want to rent it out to certain community places on a rental basis - to raise money - we get paid too. In principal, certain amount of the art to go out on a 12mth lease agreement. Only artworks under glass considered. Businesses will have to insure them. Bec Falland will be the Curator. With the artwork, will be a screed about the art and its value and connection to the area. From January 20 artworks will be considered.

### 4.4 Liedertafel:

Paul reported that on 9th September 160 voices will be at SACA at McLaren Vale.  
Kaffee Abend to be held on 16th November this year.

### 4.5.1 Finance:

No report

### 4.5.2 Cookbooks: Sandie Hamance' report:

	<u>Sales</u>	<u>Deposits</u>
July 2018	\$0	\$99.00
Aug. 2018	\$0	\$0

### 4.6 RSL:

November 11th will be celebrating 100th Anniversary at Remembrance Day.  
Raelene thanked Elizabeth for always remembering to honour the local servicemen with a display and the 100th Anniversary of the last person in WW1.

### 4.7 Building & Maintenance Report:

Steve reported that painting is finished and the hall looks much better.  
Steve reported that a few lights have been replaced including outside.

### 4.8 Organ:

First Concert after winter break is Baroque & Beyond Concert on Sunday 30th September  
Another Concert will be held on Sunday November 4th - David Chynoweth

### 5.0 Other Business:

Nil

### 5.1 Meeting Closed:

8pm  
Date: 28th August 2018  
Chairperson: Steve Kaesler  
Minute Secretary: Marie Rothe

**THE MEETING OF THE BAROSSA REGIONAL GALLERY COMMITTEE NO 133**

held at the Barossa Regional Gallery, 3 Basedow Road, Tanunda  
Tuesday 23rd October 2018, commencing at 7.00pm

**1.0 Welcome by Chairman:**

Steve welcomed all present to the meeting.

**1.1 Present:**

Steve Kaesler, Kirsty Hage, Sally Goers Fox, Paul Schluter, David Proeve, Peter Heuzenroeder, Elizabeth Henderson, Leonie Boothby and Marie Rothe

**1.2 Apologies:**

Raelene Falland, Robert Bader

**2.0 Previous Minutes:**

The Minutes of the meeting held 28th August 2018 were circulated and were confirmed as a true and correct record of the proceedings of that meeting after Steve moved that it show that this Committee approve use of Vintage Festival Collection; Country Arts will supply information on 'Island to Inland'; remove comment that Sally will look into.. *Moved Sally, seconded Peter, All agreed*

**2.1 Business arising from the Minutes:**

Nil

**3.0 Correspondence:**

Nil.

**4.0 Reports:****4.1 Programming/Exhibitions:**

- Kirsty reported that the exhibitions committee have not had a meeting.
- Unable to change the date of 'Island to Inland' Exhibition - 11th June - 15th July
- The Internment Exhibition is being hung including a display of Local Stories and they will continue to be collected during the exhibition. Rare books are coming from SA Archives. All items received, are being scanned into our computer for posterity. Live theatre at the Opening. A book for people to write their stories will be available. Mr Robert Homburg will speak on the history and Dr Peter Monteath will open the Exhibition. Opening Tuesday 30th November at 5.30pm
- Middle of December to 15th January will also be items from The Vintage Collection
- The following Exhibition will be of Posters by young people.
- Further Exhibitions to be rearranged after that.
- Vintage Festival Exhibition will be called 'Petrachor' - artwork displaying the smell of rain hitting hot dry earth. Prizes yet to be sorted.
- Exhibition called "Tarts on the Wild Side" from various South Australian Artists will open 26th February 2019

**4.2 Strategic Planning & Actions:**

- Martin McCarthy - Growth Regional Fund - reported that we weren't successful with the Grant.
- Moving forward - architects have listened sympathetically to user groups and their ideas, including the size of the galleries, storage, connectivity to Main Street, street appearance and bearing in mind, the Club House's request for accommodation in their building next door.

**4.3 Kirsty's Corner:**

- Kirsty is still organising The Vintage Collection for Foundation Barossa. Sally & Kirsty will select the artwork that can be rented out. All artwork selected will be that which is behind glass. Kirsty found a photograph of the Collection.
- Jo Thomas requested that nothing be stored in the Electrical Circuit Breaker cupboard. Steve will attend.

# MINUTES

Attachment 2

## THE MEETING OF THE BAROSSA REGIONAL GALLERY COMMITTEE NO 133

held at the Barossa Regional Gallery, 3 Basedow Road, Tanunda  
Tuesday 23rd October 2018, commencing at 7.00pm

### **4.4 Liedertafel:**

- Paul reported that 7th October celebrates the 168th year of the Barossa Liedertafel. The Liedertafel sang at the re-enactment at Ebenezer of the people who left from there and went to Walla Walla, NSW. 90 people from Walla Walla came for the occasion.
- The 70th Kaffee Abend will be held on 16th November.
- The last performance will be the St Nicholas Concert here in the Auditorium on Thursday 6th December.

### **4.5.1 Finance:**

- No report

### **4.5.2 Cookbooks:** Sandie Hamance' report:

- |              | <u>Sales</u> | <u>Deposits</u> |
|--------------|--------------|-----------------|
| • Sept. 2018 | \$1,122      | \$0             |
- Kirsty reported that there is money in the budget to reprint books.

### **4.6 RSL:**

- No report

### **4.7 Building & Maintenance Report:**

- Steve reported that they are slowly replacing the lights in the Auditorium with L.E.D.s.
- Looking into replacing globes in Gallery 2 with L.E.D.s also.
- Elizabeth expressed the desperate need for signage for the Gallery/Auditorium. Kirsty said that is being looked into as part of the whole Plan.

### **4.8 Organ:**

- Next Concert will be held on Sunday November 4th - David Chynoweth
- Final Concert for the year - the St Nicholas Day Concert.

### **5.0 Other Business:**

- Steve praised Leonie and thanked her for all her input, while on this committee. Members endorsed Steve's remarks.
- A minute of thanks was also passed to Dayna for the 'Famil Day' excursion. Very much appreciated by the volunteers, who went.

**5.1 Meeting Closed:** 8.10pm  
**Date:** 23rd October 2018  
**Chairperson:** Steve Kaesler  
**Minute Secretary:** Marie Rothe

**Next Committee Meeting:** Tuesday 22nd January 2019

## **COUNCIL**

### **WORKS AND ENGINEERING SERVICES**

#### **DIRECTOR'S REPORT**

**19 FEBRUARY 2019**

#### **7.4.1 DEBATE AGENDA – DIRECTOR WORKS AND ENGINEERING SERVICES**

##### **7.4.1.1**

##### **PROPOSED ROAD CLOSURE - 2019 ANZAC DAY - TANUNDA** **B9032 19/7583**

Author: Manager Engineering Services

#### **PURPOSE**

A request has been received from the Tanunda RSL to assist with the traffic management arrangements associated with staging the 2019 Tanunda ANZAC Day events on Thursday 25 April 2019.

#### **RECOMMENDATION**

That the Commissioner of Police be advised that The Barossa Council endorses the closure of:-

Bridge Street, Tanunda from Murray Street to First Avenue  
between 5.45am and 7.15am on Thursday 25 April 2019, and

Murray Street, Tanunda from 62 Murray Street, Tanunda (Tanunda Post Office) to  
Basedow Road, and  
Basedow Road from Murray Street to the railway line, a distance of approximately 170  
metres  
between 10.30am and 11.15am on Thursday 25 April 2019

for the purpose of the 2019 Tanunda ANZAC Day Service and Parade

#### **REPORT**

##### **Discussion**

Council staff will implement the closure of Bridge Street, Tanunda between Murray Street and First Avenue to allow any overflow of the memorial service participants to safely spill out on that portion of road. Additionally, the speed limit along Murray Street will be lowered to 25km/h with a half road closure to accommodate participant overflow as required. This will be monitored by stop/slow devices and contra traffic flow.

This closure has been successfully implemented for the memorial services in the past four years and organisers have requested the same closures be used this year.

The Tanunda ANZAC Day March scheduled to commence at 11.00am will travel between the Tanunda Post Office and the Tanunda Soldiers' Memorial Hall. Council staff will implement the closure of Murray Street and Basedow Road.

### **Summary and Conclusion**

The proposed road closure is pursuant to Section 33 of the Road Traffic Act 1961. Council officers deem the closures necessary as a risk mitigation strategy to maintain the safety of participants and the general public.

## **ATTACHMENTS OR OTHER SUPPORTING REFERENCES**

Nil

## **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**

### **Financial and Resources** -

The estimated actual cost of \$700 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.

Council staff will closely monitor the road closure and reopen the road/s as soon as practical after the conclusion of the event.

## **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**

### **DEVELOPMENT AND ENVIRONMENTAL SERVICES**

#### **DEVELOPMENT SERVICES REPORT**

**19 FEBRUARY 2019**

#### **7.5.1. DEBATE AGENDA – DIRECTOR'S REPORT**

##### **7.5.1.1**

#### **CONCORDIA GROWTH AREA – PRECINCT PLANNING** **B139**

Author: Director, Development and Environmental Services

#### **PURPOSE**

To provide follow up on the recent Workshop presentations on Precinct Planning framework for Concordia, and seeking a Council decision to proceed in preparing a Business Case for the establishment of a Precinct Authority pursuant to the Urban Renewal Act 1995.

#### **RECOMMENDATION**

That Council:

- (1) agree to participate in Precinct Planning investigations;
- (2) endorse the establishment of a small internal working group, comprising the Mayor, Deputy Mayor, Chief Executive Officer, Director, Development and Environmental Service and Principal Planner to work with officials from the Department of Planning, Transport and Infrastructure and the proponent on the preparation of a Memorandum of Understanding or Deed that outlines the key parameters to which the Business Case is to be developed, on the basis of supporting a Statutory Corporation as the Precinct Authority; and
- (3) Instruct the Chief Executive Officer to provide regular updates on progress of discussions on at least a quarterly basis, and that subsequent reports be presented to Council to:
  - a) endorse the Memorandum of Understanding or Deed prior to the commencement of the Business Case; and
  - b) endorse the Business Case prior to its submission to the Minister for Housing and Urban Development pursuant to section 7H of the *Urban Renewal Act 1995*.

### Background

The 30 Year Plan for Greater Adelaide 2017 Update designates areas at Concordia and Kalbeeba as a “future urban growth area – unzoned”, comprising approximately 978ha. Internal assessment shows that a fully developed area could yield approximately 10,500 allotments at 650 m<sup>2</sup>.

Concordia Land Management (CLM) currently has ownership or options on 614 hectares of land within the future urban growth area.

Senior Executives at the Department of Planning, Transport and Infrastructure (DPTI) have requested that Council consider its strategic land use planning, taking into consideration future population growth, township development and the identified future urban growth area at Concordia and Kalbeeba – referred to as the “Concordia Growth Area”.

In March 2016, the previous Council resolved to participate in strategic planning investigations for the Concordia area and endorsed the involvement of Council senior staff to develop a governance framework for the master planning for the Concordia Growth Area.

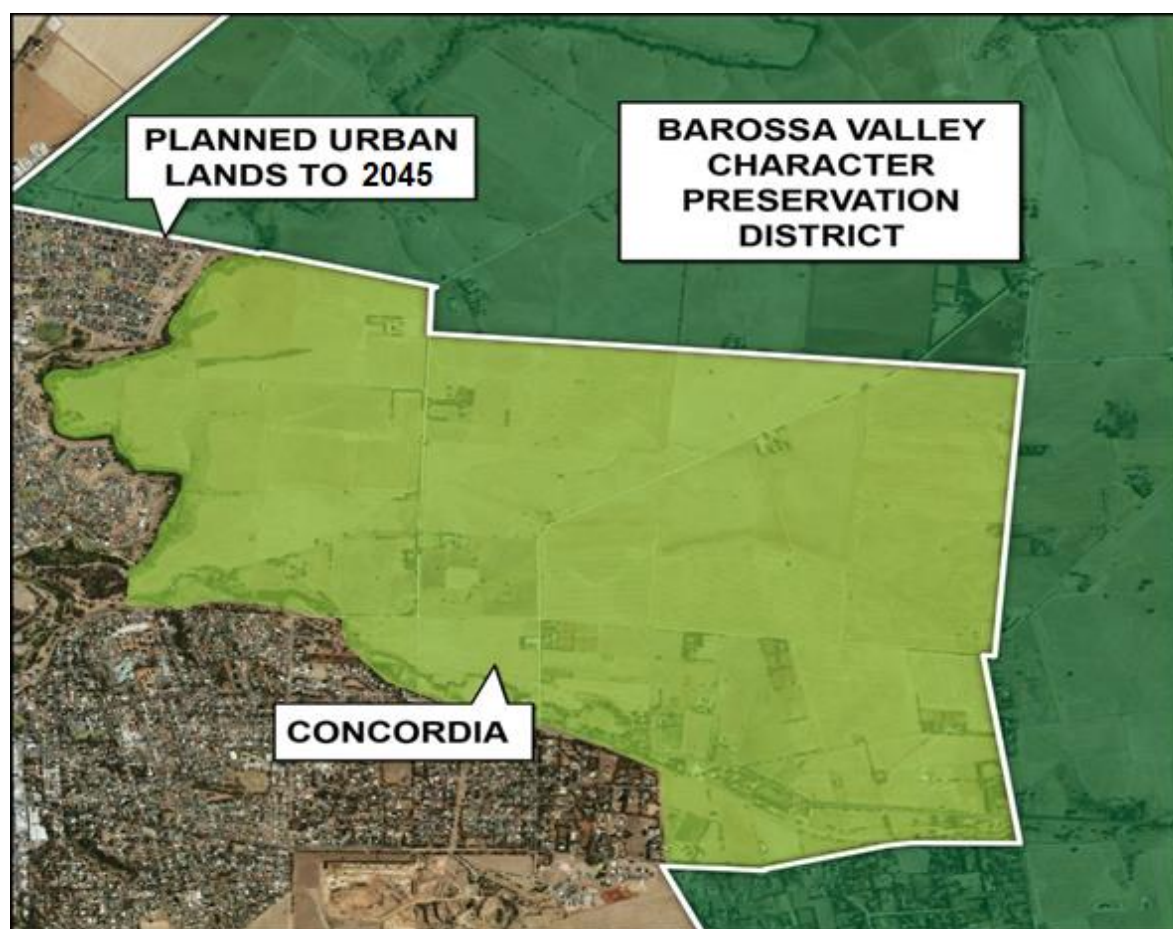


Figure 1 – Concordia Growth Area

CLM have recently presented a proposed governance model to oversee the master planning for the Concordia Growth Area.

At the January and February Workshops, members were provided with an overview of the Precinct Planning Framework and the roles and responsibilities of a Precinct Authority.

### Introduction

Historically, a council was the primary Authority for land use planning and development opportunities within its administrative area. This has primarily been as the custodian of a Development Plan for its area.

The South Australian Planning Strategy and Council Development Plans are currently the principal policy documents in the South Australian planning system.

Under the *Development Act 1993*, a council is also required to prepare a Strategic Directions Report (SDR) that seeks to ensure alignment between the policies and targets in the Planning Strategy and the Development Plan. The most recent SDR for the Barossa was adopted in December 2013.

Under the *Planning, Development and Infrastructure Act 2016* there is no longer a requirement for a council to prepare an SDR.

Amendments to a Development Plan are done via a rezoning process under the Development Act. The Development Plan Amendment is somewhat cumbersome and time consuming, and traditionally has not dealt effectively with the provision of infrastructure as part of any greenfield or brownfield rezoning/development.

A Precinct Planning Process was introduced several years ago and promoted as “a powerful tool that offers far more than a traditional rezoning process” where it provides “a coordinated approach that can expedite development, provide sharply focused management, drive innovation and build communities” (Source: Fact Sheet).

The *Urban Renewal Act 1995* (the Act), enables the Minister for Housing and Urban Development (the Minister) to declare a specified area as a ‘Precinct’, and the subsequent master planning for the Precinct that promotes the purpose of the Planning Strategy.

More specifically, the Act establishes a process for the:

- declaration of a Precinct,
- the establishment of the Authority, including the need to establish Panels,
- the development of the Precinct Master Plan and Precinct Implementation Plan,
- the need for consultation, and
- identifying specific roles and inputs from the local Council.

Detail of the process is provided in Attachment 1, taken from the *Precinct Planning Guidelines* (November 2015) produced by the Local Government Association of SA.

### Discussion

#### **Precinct Authority**

A Precinct Authority is appointed by the Minister and pursuant to the Act can be:

1. the Urban Renewal Authority;

2. another statutory corporation constituted pursuant to the Act;
3. a Council; or
4. a Council Subsidiary.

Each of the models present a number of advantages and disadvantages which were explored as part of the workshop presentations.

## **Role of a Council**

Under the Act, councils can have different roles, including:

- a) *Initiate a precinct*  
A council can request that the Minister declare an area as a Precinct (requires a council to prepare a Business Case)
- b) *Precinct Authority*  
A council or a subsidiary of a council may be the Precinct Authority.
- c) *Participant*  
Where the council is not the Precinct Authority, consultation with council is required throughout the Precinct planning process.

During the Precinct planning process, a council is consulted on:

- a) *Business case*  
The Minister must consult with and have regard to the views of any council within the area of proposed precinct. A council is provided four weeks minimum to review and comment on a Business Case.
- b) *Panels*  
A council representative may attend, but not participate in, any meeting of a Panel established by a Precinct Authority, and have access to papers of the Panel.
- c) *Precinct plans*  
The Precinct Authority must consult with the relevant council(s) when preparing a Precinct Master Plan or Implementation Plans
- d) *Powers to impose a rate, levy or charge*  
Regulations to grant powers to a Precinct Authority under the Local Government Act to impose or recover a rate, levy or charge cannot be made until after consultation with the relevant council.
- e) *Transfer of property*  
The Minister may transfer an asset, right or liability of a Precinct Authority to a council only with the council's agreement.

## **Precinct Master Plan and Implementation Plan(s)**

A Precinct Authority is responsible for preparing and maintaining a Precinct Master Plan and Implementation Plan(s) for the established Precinct.

Precinct Master Plans are high level and outlines the overall plan for development and the community, and should seek to promote the Planning Strategy. The Plan should be:

- Flexible
- Clear and certain
- Contextual
- Participatory
- A catalyst for change

The Authority must have regard to Development Plan and the Strategic Directions Report (subject to PDI Act changes) of any council.

A Precinct Implementation Plan provides a framework for the implementation and delivery of the development and the community. It may include items such as:

- Funding arrangements
- Infrastructure requirements
- Service standards
- Roles and responsibilities for implementation

### **CONCORDIA LAND MANAGEMENT PROPOSAL FOR A PRECINCT AUTHORITY**

Concordia Land Management has proposed a governance model based on the requirements of the Act to:

- Facilitate the coordinated and efficient development of the Concordia Growth Area in accord with *The 30 Year Plan for Greater Adelaide*.
- Facilitate the timely delivery of infrastructure and a provision of a mechanism to fund that infrastructure.
- Provide a governance framework involving multiple stakeholders ensuring their commitment to project delivery.
- Facilitate economic development including jobs.
- Facilitate the development of a sustainable community.

Its' Governance Framework is outlined in Figure 2.

CLM propose that the Authority is a Corporation pursuant to the Act with a bespoke composition.

#### **Membership:**

It is proposed that the Authority be established to provide for a three member Board, including a Chairperson, comprising persons with demonstrated skills and experience in the following:

- land/urban development; Local Government; finance; engineering; planning; law; asset management; major projects and property economics.

The Authority is to be appointed by the Governor. It is proposed that the Minister, the proponent and The Barossa Council each provide a short list (no more than three) of nominees with the appropriate expertise for consideration.

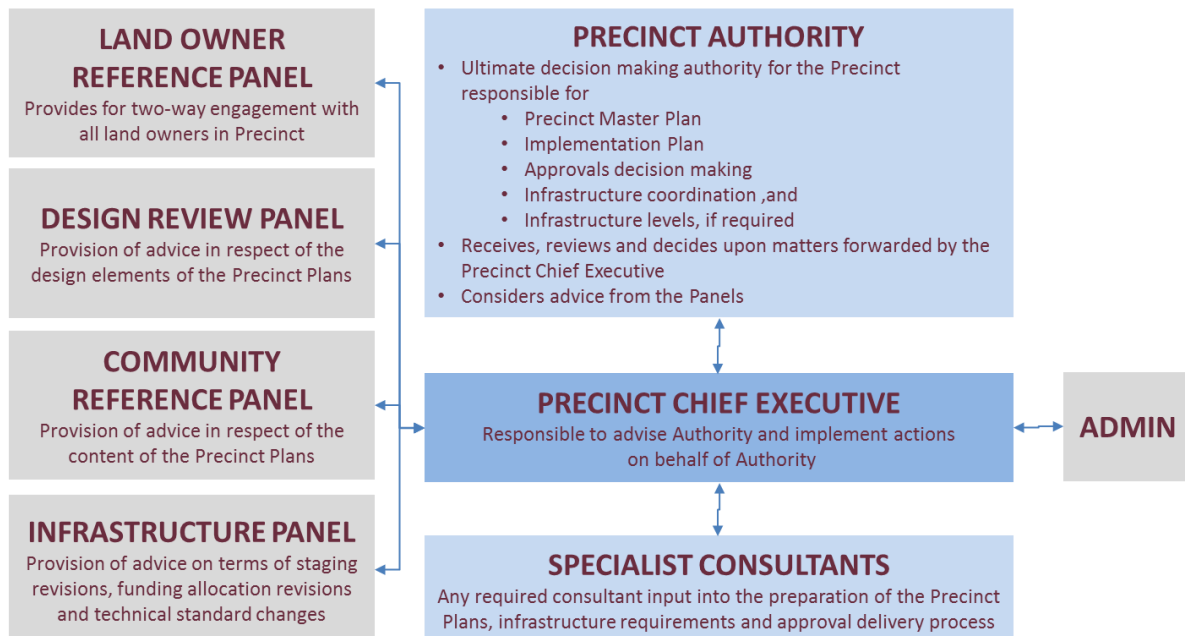


Figure 2 – Concordia Precinct Governance Framework

Panels:

#### *Design Review Panel*

Propose that this Panel comprise three members plus a Chairperson with complementary skills in the areas of urban design, planning, landscape architecture and architecture.

#### *Community Reference Panel*

Membership of this Panel will comprise either representative community groups, or individuals or a combination of both, with a mix of residents, business interests, community and environmental groups. An Expression of Interest process and selection criteria would be set out for the membership.

While the Act notes that councils can attend as 'observers', CLM propose that The Barossa Council and the Town of Gawler be invited to provide a full member representative.

In addition to the required Panels, CLM has recommended that there be additional Panels:

#### *Infrastructure Panel*

Propose a Panel comprising five members:

- Chairperson (skills based engineering, land development, planning)
- Authority representative (Precinct Chief Executive)
- Developer representative (Project Engineer)
- The Barossa Council representative (Engineer/Asset Manager etc.)
- Town of Gawler representative (Engineer/Asset Manager etc.)

#### *Land Owners Reference Panel*

With 37 other land owners within the broader growth area, it is proposed that there be a mechanism for these owners to have input to the planning process. This Panel is to be open with no limit on membership/attendance. The Panel is to have an Independent Chairperson and will be advisory only.

#### Resources:

The Authority will employ a Precinct Chief Executive and support staff and/or specialist consultants.

#### Funding:

While an Authority has capacity to raise funds, CLM propose to make a loan to the Precinct Authority for the administration of the Authority and preparation of the Precinct Master Plan and Implementation Plan. The loan would be recovered once development commences.

#### Service Provision Arrangements:

Subject to the provisions of the Implementation Plan and ongoing negotiation with The Barossa Council, it is anticipated that regular services (i.e. waste collection, compliance) will continue to be provided by Council.

It is proposed to seek approval of the Governor to facilitate the Council also setting and collecting a separate rate (levy) on behalf of the Authority. These funds are to be used for the provision and maintenance of infrastructure and the operations of the Authority. It is intended that the administrative cost in collecting the levy will be offset by the Authority, making it cost neutral for Council.

CLM propose that a Memorandum of Understanding be prepared to outline the respective roles, operating arrangements and commitments required between the two parties.

#### Ongoing Management:

It is envisaged that the Authority will hand over powers and functions in a staged manner over the life of the development.

### **CONSIDERATIONS FOR COUNCIL**

At the February workshop, Members were provided with a number of key considerations that Council would need to factor when deciding on whether to support the Precinct Planning approach:

1. Definition of the Precinct Area  
Does Council support the proposed precinct area? What is the capacity to ensure environmental management aspirations?
2. Governance model  
Which of the four governance models does Council wish to support? Does it wish to take the lead in preparing a Business Case or allow the proponent to do so?

As noted at the workshops, there are advantages and disadvantages for each of the models available. The preferred model by the proponent and DPTI is the statutory corporation. The CLM proposal would allow for the Business Case to be prepared jointly, ensuring that the interests of Council are incorporated.

The composition and membership of the Panels that might be established (for example representation by the existing community on the community reference Panel might assist with the overall integration of the Precinct and its workers, residents, and land-owners and occupiers into the wider Council)

3. Authority's scope and powers

While the Act determines most of the powers and function of an Authority, there is capacity for Council to help determine the membership and skill base of the Board, and ensuring the independence of the Board Members. Should the Authority have the power to generate levies, make by-laws, and have delegated decision making from other Authorities/bodies?

4. Funding source/Independence of the funding source

Does Council support CLM's proposal to provide a loan to for the administration of the Authority and preparation of the Precinct Master Plan and Implementation Plan? Are there alternative funding arrangements that should be considered? Is there a need for independence for probity reasons or engender community confidence? The proposed working group would work through these as part of the MOU/Deed parameters.

5. Contact points

What guarantees does Council have to provide meaningful/critical input to the development of the Precinct Master Plan and Implementation Plan? What are the expected level of detail and form of the Precinct Plans? Ensuring that areas of investigation include for example investigation into the capacity of and implications for existing services such as schools, child care, health care, Home and Community Care, community bus services, libraries etc. and, the broader implications of any change in demographics

6. Service delivery

How are the arrangements for managing the daily operational role of Council, the new Precinct and community expectations going to be factored?

Summary and Conclusion

Senior Executives from DPTI are encouraging Council to consider its strategic land use planning and the need to factor in the Concordia Growth Area.

While a number of options are available to bring about the rezoning of the land, it has been proposed that the Precinct Planning framework under the Urban Renewal Act will provide a wide-ranging and adaptable approach addressing land use and infrastructure requirements over the life of the development project.

Based on the information presented, it is recommended that Council agree to proceed, working with both DPTI and the proponent, to prepare a Business Case that is suitable for submission to the Minister for Housing and Urban Development for the establishment of a Statutory Corporation as the Precinct Authority.

As a first step, it is recommended that a Memorandum of Understanding or Deed be drafted between the parties to detail the agreed parameters to which a Precinct Authority is to be established. The draft MOU/Deed would be presented to Council for consideration and adoption.

The subsequent Business Case is to be ratified by Council prior to being submitted to the Minister. The requirements of a Business Case under the Act are listed in Attachment 2.

## ATTACHMENTS OR OTHER SUPPORTING REFERENCES

Attachment 1 – Precinct Planning Process  
Attachment 2 – Business Case Requirements

## COMMUNITY PLAN / CORPORATE PLAN / LEGISLATIVE REQUIREMENTS

### Community Plan



Natural Environment and Built Heritage

### Corporate Plan

- 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.
- 1.3 Work with community and State Government to manage township boundaries and growth within them to ensure development is planned and appropriate whilst ensuring opportunities for population growth and tourism development.
- 1.6 Apply development policies to protect places of environmental value and significance.
- 1.10 Ensure development policies are responsive to current trends through an active development policy review/amendment program.
- 1.12 Build and maintain relationships with other levels of government to ensure development strategies are responsive to regional needs and issues.

### Legislative Requirements

Development Act  
Planning, Development and Infrastructure Act  
Urban Renewal Act

## FINANCIAL, RESOURCE AND RISK MANAGEMENT CONSIDERATIONS

### *Financial Management*

As noted in the report, CLM propose to make a loan to the Precinct Authority for the administration of the Authority and preparation of the Precinct Master Plan and Implementation Plan. The loan would be recovered once development commences. It is considered that this approach and other options would be investigate as part of the MOU/Deed discussion.

The initial funding for the Precinct Authority will need to be explored as part of the Memorandum of Understanding or Deed preparation, and finalised as part of the Business Case.

Council will need to factor the development of Concordia and the provision of services as part of the Long Term Financial Plan and annual budgets.

There will be a need to set aside funds and resources to assist in the development of the Memorandum of Understanding or Deed, and Business Case. A budget will be incorporated as part of the Q3 review and the base budget for 2019-20.

The Act states that there is a possible fee (prescribed by Regulation) that must accompany the submission of the Business Case. The current Regulations do not prescribe a fee.

#### *Risk Management*

The precinct planning process under the Urban Renewal Act is untested. In effect, Concordia will be a Pilot Case in establishing a Precinct Authority and preparing Precinct Plans.

The Urban Renewal Act was first proclaimed to enable the Urban Renewal Authority (trading as Renewal SA) to facilitate unique development opportunities for the private sector through access to government land holdings, guided by *The 30 Year Plan for Greater Adelaide*.

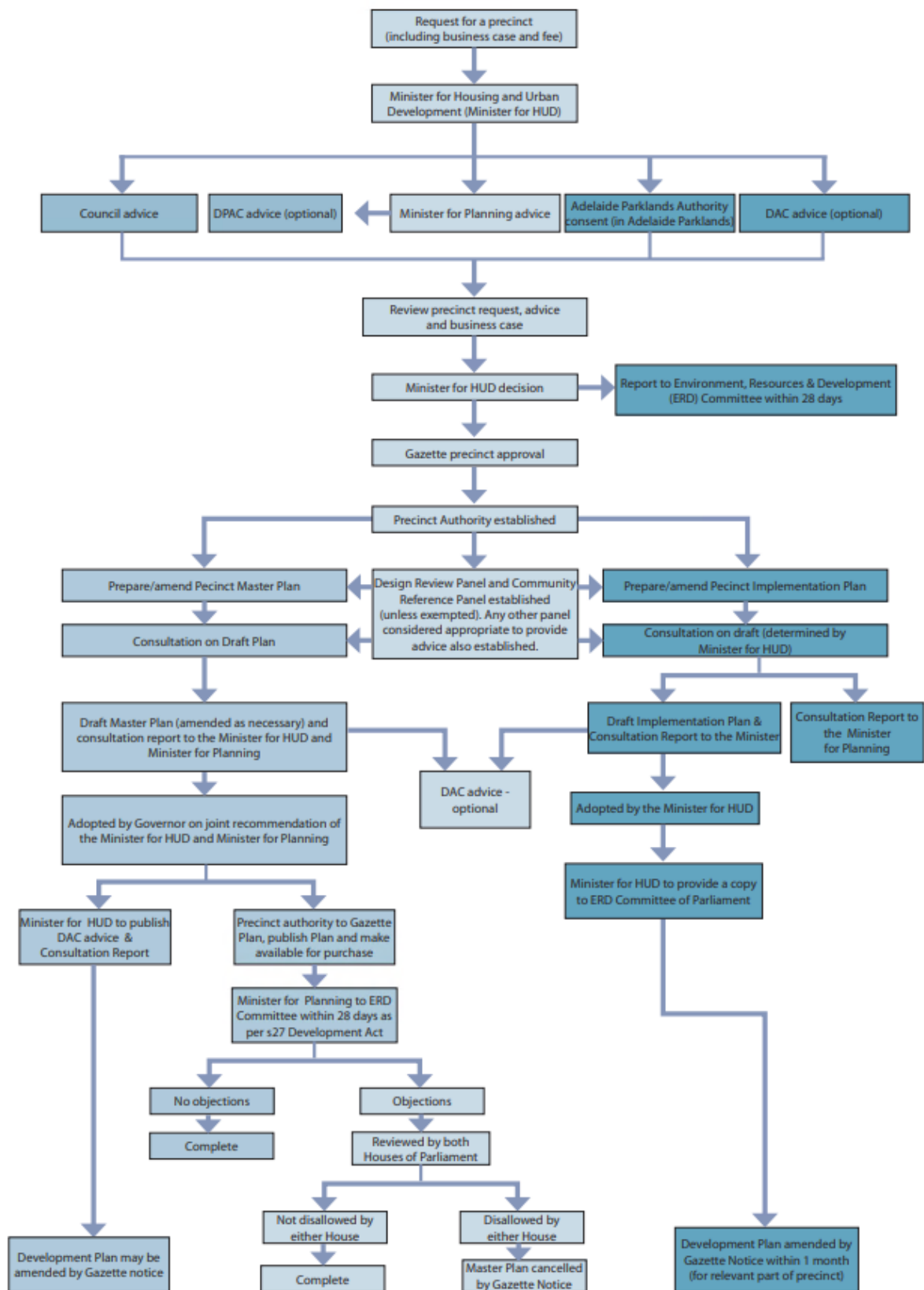
Amendments to the Act in 2014 enabled the Minister to declare a specified area as a 'precinct; for which a Precinct Authority would have responsibility for preparing Precinct Plans.

The intended application of the Act is primarily for renewal or redevelopment opportunities, particularly brownfield sites (i.e. pre developed, disused or derelict land). The Act is silent on whether it is applicable to greenfield sites (i.e. lacks constraints of prior work, no existing building or infrastructure).

DPTI sought legal advice on the ability to use the Precinct Planning framework for a greenfield development site, such as Concordia. At the time of completing this report, DPTI had not received the advice. The initial verbal advice was that Concordia satisfies the requirements of section 7H(1) of the Urban Renewal Act.

#### **COMMUNITY CONSULTATION**

Nil



**Business Case requirements**

A Business Case is to detail the following:

- (A) proposes a name and identifies the area for the proposed Precinct; and
- (B) proposes the objectives of the Precinct that are to apply for the purposes of subsection (8)(b)(i); and
- (C) proposes the body that is to constitute the Precinct Authority; and
- (D) proposes the manner in which consultation with the community relating to the Precinct should be conducted; and
- (E) identifies any assets or infrastructure that might be expected to be transferred to another entity in connection with the establishment or development of the Precinct, or if or when the Precinct Plan is revoked under this Part; and
- (F) sets out proposed arrangements for the provision of services provided (as at the time of the request) within the proposed Precinct by the relevant council (including any agreement with that council); and
- (G) addresses any other matter, or complies with any other requirement, prescribed by the regulations.

**COUNCIL**  
**DEVELOPMENT & ENVIRONMENTAL SERVICES**  
**REGULATORY SERVICES REPORT**  
**19 FEBRUARY 2019**

**7.5.4 DEBATE AGENDA – REGULATORY SERVICES REPORT**

**7.5.4.1**

**NOMINATIONS SOUGHT FOR THE DOG AND CAT MANAGEMENT BOARD**  
**B2766**

Author: Manager, Regulatory Services

**PURPOSE**

The Minister for Environment and Water is seeking Local Government nominations for two member positions on the Dog and Cat Management Board for terms of up to three years.

**RECOMMENDATION A**

That ..... (Elected or Staff Member) be nominated for consideration as a representative on the Dog and Cat Management Board.

**OR**

**RECOMMENDATION B**

That Council receives this report, notes its contents and does not provide a nomination on this occasion.

**REPORT**

Members are referred to LGA Circular 6.6 dated 7 February 2019 (refer Attachment 1), providing details of the role of the Dog and Cat Management Board (DCMB) and seeking two member positions on the Dog and Cat Management Board;

LGA nominations on outside bodies will, unless determined otherwise by the LGA Board of Directors, be currently serving Council Members or Council Staff.

Nominations addressing the Selection Criteria Dog and Cat Management Board (refer Attachment 2) must be forwarded by Council using the application form (refer attachment 3), by 14 March 2019. A Current CV must also be attached to the application.

The LGA Board of Directors will consider nominations received at its meeting on 21 March 2019.

#### **ATTACHMENTS OR OTHER SUPPORTING REFERENCES**

Attachment 1: LGA Circular 6.6  
Attachment 2: Selection Criteria  
Attachment 3: Application Form

#### **COMMUNITY PLAN /CORPORATE PLAN / LEGISLATIVE REQUIREMENTS**



##### **How We Work – Good Governance**

- 6.17 Advocate for The Barossa Council and its community, our region or local government in South Australia through direct action, representation on or collaboration with local, regional or State bodies.

##### Legislative Requirements:

Dog and Cat Management Act

#### **FINANCIAL, RESOURCE AND RISK MANAGEMENT CONSIDERATIONS**

Nil.

#### **COMMUNITY CONSULTATION**

Consultation is not required under policy or legislative requirements.



## Circulars

---

### Nominations sought for the Dog and Cat Management Board - Circular 6.6

To

**Chief Executive Officer  
Elected Members  
Policy and Strategic Planning Staff**

Date

**7 February 2019**

Contact

**Stephen Smith**  
Email: [stephen.smith@lga.sa.gov.au](mailto:stephen.smith@lga.sa.gov.au)

Response Required

Yes

Respond By

**14 March 2019**

Summary

**The Minister for Environment and Water has written to the LGA requesting nominations for two local government members on the Dog and Cat Management Board for a term of up to 3 years. Nominations must be forwarded to the LGA by COB 14 March 2019.**

Established in 1995 under the Dog and Cat Management Act the Dog and Cat Management Board (DCMB) works closely with key partner organisations and state government to improve dog and cat management in South Australia. Using its research and expertise the Board has ensured that South Australia's regulatory and legislative framework has been reviewed and amended to improve the management of dogs and cats.

The appointment is for a period of three years commencing immediately. The LGA was previously represented by Ms Jan Loveday (Adelaide Hills) and Ms Gail Kilby (Onkaparinga) who have both resigned.

The DCMB generally meets on the last Wednesday of each month between 1.30pm and 5.30pm, regularly holding their meetings at metropolitan and regional councils.

The sitting fee for Board members is currently \$258 per four hour session attended.

LGA nominations on outside bodies will, unless determined otherwise by the LGA Board of Directors, be current serving council members or council staff. No more than (2) nominees should be provided by each council.

Nominations addressing the Selection Criteria provided in Part A for the Dog and Cat Management Board must be forwarded to [lgasa@lga.sa.gov.au](mailto:lgasa@lga.sa.gov.au) by a council using the attached Part B along with a current resume / CV, by cob 14 March.

The LGA Board of Directors will consider nominations received at its meeting on 21 March 2019.

## Nominations to Outside Bodies - Part A

Dog and Cat Management Board	
<b>Legal Status of Body</b>	Statutory Authority
<b>Summary Statement</b>	The Dog and Cat Management Board operates under the Dog and Cat Management Act 1995 and its functions include monitoring the administration and enforcement of this Act by Councils.
<b>Selection criteria</b>	
<i>The following selection criteria must be addressed when completing Part B</i>	
<b>Qualifications</b> <i>(formal qualifications relevant to the appointment)</i>	No formal qualifications required.
<b>Industry Experience</b>	Relevant knowledge of dog and cat management issues as they impact local government.
<b>Board / Committee Experience</b>	Relevant experience serving on high level intergovernmental boards, committees or funding allocation bodies is highly desirable.
<b>Key Expertise</b> <i>(other relevant experience i.e. those requirements established for a Board/Committee under an Act)</i>	Section 12(2) of the Dog and Cat Management Act 1995 requires LGA nominees, together, to have the following attributes: (a) practical knowledge of and experience in local government, including local government processes, community consultation and the law as it applies to local government; (b) experience in the administration of legislation; (c) experience in financial management; (d) experience in education and training.
<b>Liability and indemnity cover</b>	
<i>The LGA requires that representatives on outside bodies be appropriately insured throughout the period of their appointment and seeks to collect details of the insurances provided by that organisation (on an annual basis)</i>	
<b>Insurance information (Certificates of Currencies or equivalent) supplied by the Outside Body</b>	<b>Yes</b>
<b>Insurance Policies are valid &amp; current</b>	<b>Yes</b>

## Nominations to Outside Bodies - Part B

This form:

- must not exceed 2 pages;
- must be submitted by a council;
- must be emailed in PDF format to [lgasa@lga.sa.gov.au](mailto:lgasa@lga.sa.gov.au); and
- upon receipt at the LGA, will be acknowledged by return email.

### Dog and Cat Management Board

Council details			
Name of council submitting the nomination			
Name of council officer submitting this form – refer <u>LGA Policy</u>	Name: Position: Email: Telephone:		
Nominee details			
Name of Nominee			
<input type="checkbox"/> Current Elected Member                      or <input type="checkbox"/> Current council officer			
Home / Postal Address			
Phone		Mobile:	
Email			
Is a CV attached or will it be forwarded separately?			
Information relevant to the appointment sought (address the selection criteria from Part A)			
Industry Experience:			
Board/Committee Experience:			
Key Expertise:			
Any other comments:			



**Undertaking:**

*The LGA Board resolved in January 2015 to ensure that appointees to external Boards and Committees remain current local government members or officers. If you leave local government for any reason during the term of your appointment, are you prepared to resign your appointment if requested to do so by the LGA?*

Yes ☐ No ☐

Signature of Nominee: \_\_\_\_\_

**COUNCIL**  
**DEVELOPMENT AND ENVIRONMENTAL SERVICES**  
**WASTE SERVICES REPORT**  
**19 FEBRUARY 2019**

**7.5.5. DEBATE AGENDA – WASTE SERVICES REPORT**

**7.5.5.1**

**SCHEME WASTE DISPOSAL - THE FATHERS FARM INC**  
B8943

Author: Director Development and Environmental Services

**PURPOSE**

To provide an update and feedback on the Scheme Waste Depot (initial six month trial) operated by The Fathers Farm Inc, and seek to continue support and promote the Scheme Waste Depot.

**RECOMMENDATION**

That Council:

- (1) Receive and note the Report; and
- (2) Continue to provide support The Fathers Farm Inc through the allocation of funds in the 2019-20 budget, and help promote the Scheme Waste Depot.

**REPORT**

Background

As part of Council's broader Waste Management Strategy, the Development and Environmental Services Directorate has been exploring opportunities to address other key waste streams, such as soft plastics, hard and electronic waste.

In March 2018, Council considered a Report, and resolved to support The Fathers Farm Inc. in establishing a Depot at Nuriootpa as part of the National Television and Computer Recycling Scheme.

Council agreed to provide funds from the Recycling Collection Reserve for the purpose of offsetting the cost of the Scheme Waste Depot to be operated by The Fathers Farm Inc. initially for a six month trial period.

Introduction

As part of the six month trail, The Fathers Farm Inc were to provide Council with statistics on the waste processed through the scheme, and provide a final report to Council (Attachment 1).

## Discussion

The charts below detail statistics collected by The Fathers Farm during the trial.

The Depot operates Thursday to Saturday 8:30am to 12:30pm.

Chart 1 provides the actual number of vehicles that deposited e-waste during September to December 2018. Unfortunately, this data was not collected during the initial period of the Trial, but the July-August period recorded a total of 13 vehicles, bring the total number of 182 vehicles from July to December 2018.

The breakdown of visitation by postcode is provided in Chart 2. As expected, the largest portion of visits are from residents within Nuriootpa and surrounds, with Tanunda and Angaston areas being the next highest. A small portion of visitation was from the Light Regional Council area.

This was achieved with very limited promotion during the Trial, with most coming via word of mouth. Should Council continue to support The Fathers Farm with the scheme, greater promotion of the Scheme is proposed.

During the trial, discussions with Light Regional Council commenced with the intent to have them also partner in the Scheme, providing additional financial support.

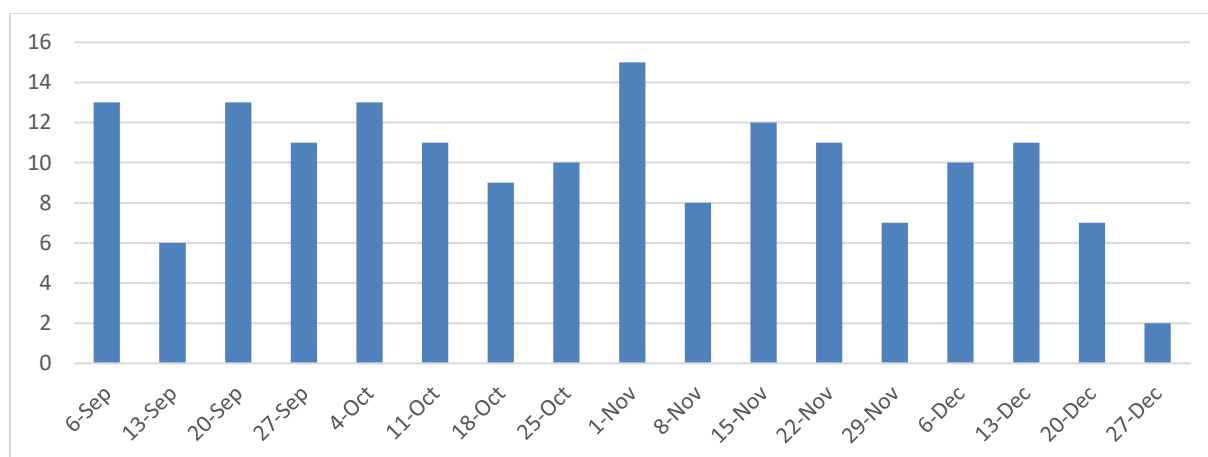


Chart 1 - Number of visitors

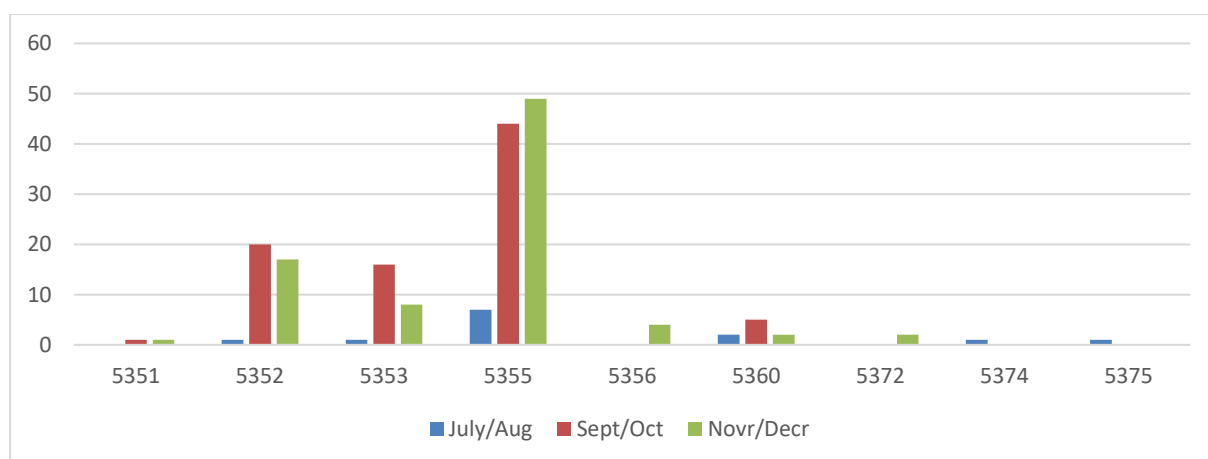


Chart 2 - Waste Source by Postcode

Chart 3 is a breakdown of the tonnages that were disposed either at Electronic Recycling Australia or Sims Metals. In total, 17.429 tons was collected and processed by Electronic Recycling Australia, and 6.02 tons was processed at Sims Metals.

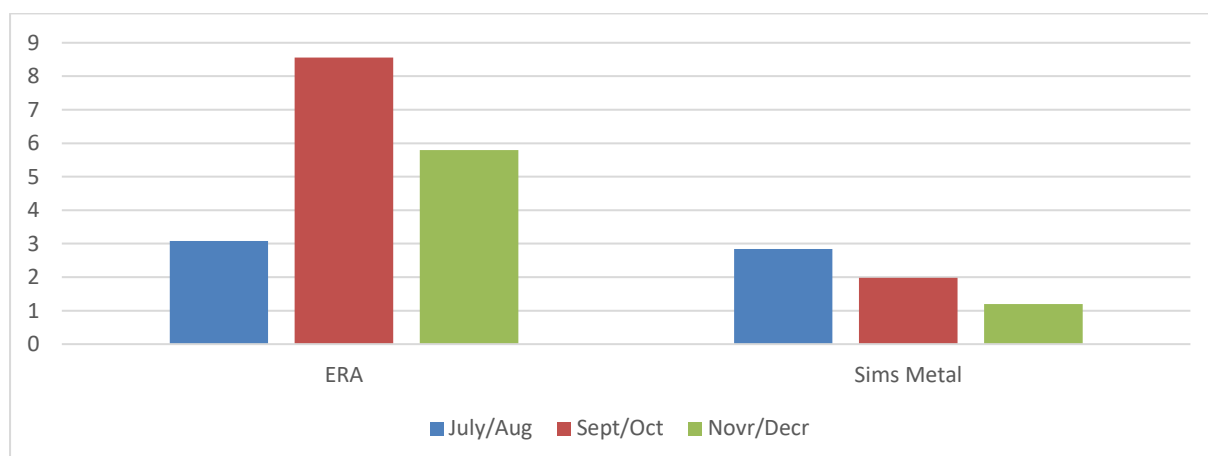


Chart 3 – Total Tonnage disposal

### What Next?

During the course of the Trial, The Fathers Farm lodged a Development Application with the Light Regional Council to enable the site to receive and process additional sources of waste. It is anticipated that a decision is to be made within the next two months, and is subject to the concurrence of the State Planning Commission.

In recent months, discussions have unfolded to have the Soft Plastics Pilot Scheme co-located at the Depot, after negotiations for another site failed. This Scheme will see an Agreement between YCA Recycling, The Fathers Farm, Light Regional Council and The Barossa Council. This Pilot Scheme commences 11 February 2019.

With the pending development approval for the site, The Fathers Farm will be in a position to further expand their capacity to receive waste streams. Hence, they are keen for Council to continue to provide financial support.

### Summary and Conclusion

The Fathers Farm have reported that the e-Waste Pilot Scheme a success from their perspective, noting that the funds provided by Council has maintained the operations of the Depot, thus supporting the youth programs provided by The Fathers Farm.

The Fathers Farm is seeking to maintain the relationship with both The Barossa Council and Light Regional Council.

Should Council agree to continue support for the Scheme Waste Depot, it is anticipated that it will be jointly supported and promoted by Light Regional Council.

## **ATTACHMENTS OR OTHER SUPPORTING REFERENCES**

Attachment 1 – Trial Report dated 2 February 2019

## COMMUNITY PLAN / CORPORATE PLAN / LEGISLATIVE REQUIREMENTS

### Community Plan



#### Natural Environment and Built Heritage

### Corporate Plan

- 1.9 Participate in initiatives, or advocate for, improvement to recycling, re-use, and minimisation education initiatives to reduce waste disposed to landfill.
- 4.10 Facilitate access to hard and green waste facilities and associated recycling opportunities that reduce waste disposed to landfill and support the environment.

### Legislative Requirements

Local Government Act 1999

Environment Protection Act 1993

Green Industries SA Act 2004

## FINANCIAL, RESOURCE AND RISK MANAGEMENT CONSIDERATIONS

### *Financial Management*

Council provided \$15,000 towards the scheme, supplying funds to operate the Depot. During the Trial, \$1,817.48 (ex GST) was paid by The Barossa Council for transportation costs by Electronic Recycling Australia to their facilities, with Light Regional Council covering \$363.64 (ex GST) of the transportation costs. The total cost during the Trial was \$2,181.84 (ex GST), equating to approximately \$93 per ton.

While the Trial provided a 'free' drop off for residents, as a means of determining the level of community interest for the service, the parties have discussed the potential to introduce a service charge to assist in the long term operation of the Depot.

### *Risk Management*

The site is located within the Industry (Barossa Valley Region) Zone of the Light Regional Council. The Fathers Farm have lodged a Development Application for the purposes of the Development Act. Light Regional Council are currently assessing the Application, which will be subject to the concurrence of the State Planning Commission. Operations of the Depot may be restricted if the application does not obtain approval.

## COMMUNITY CONSULTATION

Should Council agreed to continue its support for the scheme, the parties will undertake greater promotion of the service that is available at the Depot.

Report to The Barossa Council

At the end of a 6mth trial for the EWaste Transfer Depot

The trial has been a success.

The income for operating the Transfer Depot has made us more viable, and that has allowed us to better support the students.

We have sent a wide range of E Waste to ERA and they have not rejected anything, and in fact they are looking for even more material. This has meant that we there is nothing left in the shed, that we can't get rid of.

This has also meant that our volunteers are able to see that all incoming goods can be transferred. This means nothing builds up like the hard plastic did, and so the space we have, operates well.

Every customer that we have spoken to has been very thankful that they have found a place, that will take their excess electrical goods.

I continue to take phone calls from customers at about 3 a week. I hope that directing people to our depot will be easier when we can put up signs.

We would like to thank the Barossa Council and The Light Council for their support during the trial, and we think the project should continue.

Regards Tony

2-2-19

**RECEIVED**  
- 4 FEB 2019  
THE BAROSSA COUNCIL

**COUNCIL**  
**DEVELOPMENT AND ENVIRONMENTAL SERVICES**  
**WASTE SERVICES REPORT**  
**19 FEBRUARY 2019**

**7.5.5 DEBATE AGENDA – WASTE SERVICES REPORT**

**7.5.5.2**

**TURNING THE TIDE ON SINGLE-USE PLASTIC PRODUCTS - DISCUSSION PAPER**

B9236

Author: Director Development and Environmental Services

**PURPOSE**

To seek Council's endorsement of the Submission to Green Industries SA on the Discussion Paper titled *Turning the Tide on Single-Use Plastic Products*.

**RECOMMENDATION**

That Council:

- (1) Endorse the Submission on the Discussion Paper attached to the Report; and
- (2) Authorise the Chief Executive Officer, or his delegate, to submit the Submission to the Green Industries SA by the closing date.

**REPORT**

Background

In recent years there has been significant local, national and international interest in the management and recycling of single-use plastics such as plastic bags, straws, coffee stirrers, soda and water bottles and most food packaging and polystyrene.

Programs such as 'War on Waste' have challenged Governments to address issues associated with single-use plastics.

Introduction

The State Government released a Discussion Paper (Attachment 1) on single-use plastics on 13 January 2019.

The Discussion Paper provides an opportunity to commence a conversation with the South Australian community around a range of single-use plastic products that are impacting our environment.

## Discussion

The Discussion Paper has been prepared by Green Industries SA (formerly Zero Waste SA), which operates under the *Green Industries SA Act 2004*. The primary objectives of Green Industries SA, pursuant to section 5 of the Act are:

- a) to promote waste management practices that, as far as possible, eliminate waste or its consignment to landfill.
- b) to promote innovation and business activity in the waste management, resource recovery and green industry sectors, recognising that these areas present a valuable opportunity to contribute to the State's economic growth.

South Australia has led the Nation when it comes to waste management and recycling, being the first State to implement a ban on light-weight plastic shopping bags at check-outs in 2009 with the introduction of the *Plastic Shopping Bags (Waste Avoidance) Act 2008*, and having Container Deposit Legislation for the past 40 years.

The Discussion Paper seeks views on what the community consider are the problems associated with plastic products, alternatives and if there is a need for Government intervention. It suggests a ban on single-use plastic products could be implemented the same way single-use plastic bags were banned.

To assist with feedback, the Paper has proposed a number of questions to consider.

The draft Submission ([\*Attachment 2\*](#)) seeks to address these questions.

## Summary and Conclusion

The State Government is seeking feedback on the Discussion Paper 'Turning the Tide on Single-Use Plastic Products'.

Submissions on the paper close 22 February 2019.

## **ATTACHMENTS OR OTHER SUPPORTING REFERENCES**

Attachment 1 - Turning the Tide on Single-Use Plastic Products - Discussion Paper  
Attachment 2 - Draft Submission

## **COMMUNITY PLAN / CORPORATE PLAN / LEGISLATIVE REQUIREMENTS**

### Community Plan



Natural Environment and Built Heritage

### Corporate Plan

- 1.9 Participate in initiatives, or advocate for, improvement to recycling, re-use, and minimisation education initiatives to reduce waste disposed to landfill.

### Legislative Requirements

Environment Protection Act 1993, Part 8, Division 2 - Beverage containers  
Environment Protection Regulations 2009, Part 4 - Beverage containers

<b>FINANCIAL, RESOURCE AND RISK MANAGEMENT CONSIDERATIONS</b>
---------------------------------------------------------------

*Financial Management*

Nil

*Risk Management*

Nil

<b>COMMUNITY CONSULTATION</b>
-------------------------------

Nil





# TURNING THE TIDE ON SINGLE-USE PLASTIC PRODUCTS

Discussion paper



Government of South Australia  
Green Industries SA



© 2018 Green Industries SA

Green Industries SA is pleased to allow this material to be reproduced in whole or in part, provided the meaning is unchanged and its source, publisher and authorship are acknowledged.

Published by:

Green Industries SA GPO Box 1047  
Adelaide SA 5001

Telephone [08] 8204 2051

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

# Contents

<b>A message from the Minister</b>	05
<b>Invitation to comment</b>	07
<b>Purpose</b>	08
<b>Questions posed in this discussion paper</b>	09
<b>Fast facts</b>	10
<b>Introduction</b>	12
<hr/>	
<b>Plastics</b>	14
What are single-use plastics?	16
What is the problem?	18
<hr/>	
<b>Should South Australia act?</b>	22
Guiding principles	22
Existing policy settings	25
Container Deposit Scheme [CDS]	25
The Plastic Shopping Bag [Waste Avoidance] Act 2008	26
<hr/>	
<b>Which items could we focus on?</b>	28
<b>Community and business impacts</b>	33
<b>What's the best approach?</b>	36
<b>Appendix</b>	38
<b>References</b>	40



# A message from the Minister



As South Australians, we have a history of leading the nation in waste management. From our Container Deposit Scheme to the Plastic Bag ban, our state has a lot to be proud of.

As the Minister for Environment and Water, I am committed to keeping South Australia at the forefront of recycling and resource recovery while also increasing economic activity and creating jobs.

Much of what we refer to as wastes are in fact resources that we should strive to keep circulating within the economy.

South Australia is well placed to build on the success of existing legislation for beverage containers and single-use plastic bags. A similar approach could be used for a wide range of other single-use plastic products, which, like plastic bags, are largely intended for disposal after a single-use, and for many of these products there remains no feasible recycling pathway.

The Marshall Government is seeking your ideas and feedback on how we as a state can better protect our natural resources and environment from impacts associated with single-use or throwaway plastic products.

Additionally, ten years on from the last change to the popular Container Deposit Scheme [CDS], it is time to consider opportunities to further improve the scheme, including in terms of its contribution to recycling. We are seeking your feedback on the issues and opportunities to be considered in a review of the CDS.

Continuing to find innovative solutions that reduce waste, improve our environment and benefit our community is critical to ensuring South Australia continues to lead the nation in waste management.

I welcome your feedback on these important issues.

**David Speirs MP**

Minister for Environment and Water



# Invitation to comment

The deadline for comments and submissions is 5:00pm, Friday, 22 February 2019.

## What is being decided?

The government is seeking ideas on measures to better protect our environment from impacts associated with single-use plastic products.

## How can your feedback influence the decision?

Views expressed in feedback will help inform government interventions on single-use plastic products.

## Get involved:

Comments on this single-use plastics discussion paper can be provided in writing or online, including by undertaking a short survey, at [yoursay.sa.gov.au](https://yoursay.sa.gov.au)

Written submissions must be lodged with Green Industries SA, at [greenindustries@sa.gov.au](mailto:greenindustries@sa.gov.au) or GPO Box 1047 Adelaide SA 5001.

### Important information about your submission

Submissions will be treated as public documents, unless received in confidence subject to the requirements of the *Freedom of Information Act 1991*, and may be quoted in full or part in subsequent Green Industries SA reports. If you do not want the public to read your answers, please write “confidential” on your submission.

You may agree or disagree with, or comment on, the general issues discussed in the single-use plastics discussion paper or the proposed measures identified to address single-use plastic products. Please provide reasons for your comments, supported by relevant data. You can make an important contribution by suggesting an alternative or more appropriate approach to single-use plastic products.

## How will your feedback be used?

A summary of feedback will be prepared and released publicly. Subject to the outcomes of this consultation process, further detailed consultation with business, industry and other parties will be undertaken.

## Tips for written submissions

Please keep in mind the following when preparing your submission:

- list points so that issues raised are clear and include a summary of your submission
- if possible, refer each point to the appropriate section, chapter or proposal in the document
- if you discuss different sections of the document, keep these distinct and separate, so there is no confusion as to which section you are considering
- attach any factual information you wish to provide and give details of the source.

Please include your name, position, organisation and contact details [telephone number, email and postal address] with your submission.

### Contact:

Ian Harvey, Director Strategy and Policy, Green Industries SA – telephone 08 8204 2051.



# Purpose

Single-use plastics are attracting considerable local, national and international interest and the South Australian community has increasingly been calling for action on items such as plastic bags, coffee cups and polystyrene.

This discussion paper seeks to further the public conversation around a range of single-use plastic products that are impacting our environment. It draws upon a significant amount of information from the European Union (EU) and other places to inform this conversation.

The EU announced in late October 2018 its intention to ban single-use plastic items such as plates, cutlery, straws, balloon sticks or cotton buds.<sup>1</sup> In relation to the consumption of several other single-use items

for which no current alternative exists, and which are not banned outright, the EU intends to impose reduction targets and associated timeframes.

As a government, it's important to target our efforts where it has the greatest benefit. This discussion paper therefore seeks your views on areas of potential reform as well as any potential unintended impacts that may arise from any government intervention.

Your feedback will help to inform the government's continued efforts to maintain South Australia's national leadership in recycling and our transition to a circular economy. Questions are posed throughout the discussion paper to help guide your submission.

# Questions we would like you to consider

1 Do you consider single-use plastic products are causing environmental problems?

2 What do you consider to be the most important problem associated with single-use plastic products that needs to be addressed?

## Plastic bags

3 What are your views on extending South Australia's ban on lightweight single-use shopping bags to include thicker plastic bags? What would be the consequences of such action for community, businesses and the environment?

4 Should all checkout bags and produce bags (i.e. for grocery items) be made from compostable [Australian Standard 4736-2006] material? What would the impacts be for retailers, consumers and industry? Would there be demand and flow-on benefits in establishing new industry to produce compostable bags here in SA?

5 What do you do with biodegradable, degradable or compostable bags once you have finished using them? What do you think about the idea of banning lightweight single-use shopping bags even those made from biodegradable, degradable or compostable substances, as has been proposed in other Australian jurisdictions?

## Straws, coffee cups and other items

6 Do you think South Australia should introduce measures to address items such as single-use plastic straws and plastic-lined takeaway coffee cups? What other single-use plastic items or single-use products would you like to be considered for possible government intervention?

## Excluded items

7 What are your views on the list of items excluded [see page 30] and do you think there are others that do not require additional action or should be exempt from possible government intervention, and why? Are there exclusions that should be included? Why?

## Labelling

8 Do you think that labelling describing how to recycle or dispose of a product, or parts of the product is helpful to consumers? For which products would better product labelling enable better disposal?

## Business, retailers, manufacturers and importers

9 If you are a South Australian based manufacturer or importer of any of the single-use plastic products mentioned in this discussion paper, what are your views on this topic? Do you have access to alternatives? Are there cost impacts that need to be considered as part of this discussion?

10 If you are a retailer or business that sells, offers or provides single-use plastic products mentioned in this discussion paper, what are your views on this topic?

## Community

11 As a consumer of single-use plastic products mentioned in this discussion paper, what are your concerns? What would you like to see done to address the problem(s) or concern(s)?

12 Do you think government intervention is required in relation to single-use plastic products or other single-use items? If so, what type and in what timeframe?

13 Do you think that restricting the sale or supply of some single-use plastic or other single-use products for which there are more sustainable alternatives available is a good idea?

# Fast Facts



Plastics production has surged over the past 50 years, from 15 million tonnes in 1964 to 311 million tonnes in 2014, and is expected to double again over the next 20 years, as plastics serve increasingly many applications.



The production of plastics from fossil feedstocks has a significant carbon impact that will become even more significant with the projected surge in consumption of plastics.



Currently, packaging represents 26% of the total volume of plastics used globally.



According to UN Environment, one million plastic drinking bottles are purchased every minute, while up to 5 trillion single-use plastic bags are used worldwide every year.



In total, half of all plastic produced is designed to be used only once — and then thrown away.



Australians use around 10 million straws a day, equating to 700,000 per day in South Australia.



It's estimated that 500 billion disposable coffee cups are produced globally each year



At least 8 million tonnes of plastics leak into the ocean each year – which is equivalent to dumping the contents of one garbage truck into the ocean per minute.



Today, about 300 million tonnes of plastic waste every year are produced, nearly equivalent to the weight of the entire human population.



The best research currently available estimates that there are over 150 million tonnes of plastics in the ocean today.



If current trends continue, the ocean is expected to contain 1 tonne of plastic for every 3 tonnes of fish by 2025, and by 2050, more plastics than fish by weight.



Bits of plastic have been detected in the faeces of people in Europe, Russia and Japan, according to research claiming to show for the first time the widespread presence of plastics in the human food chain.



80% of marine litter is from land based sources.

These facts are derived from a range of sources mentioned in this discussion paper.



# Introduction

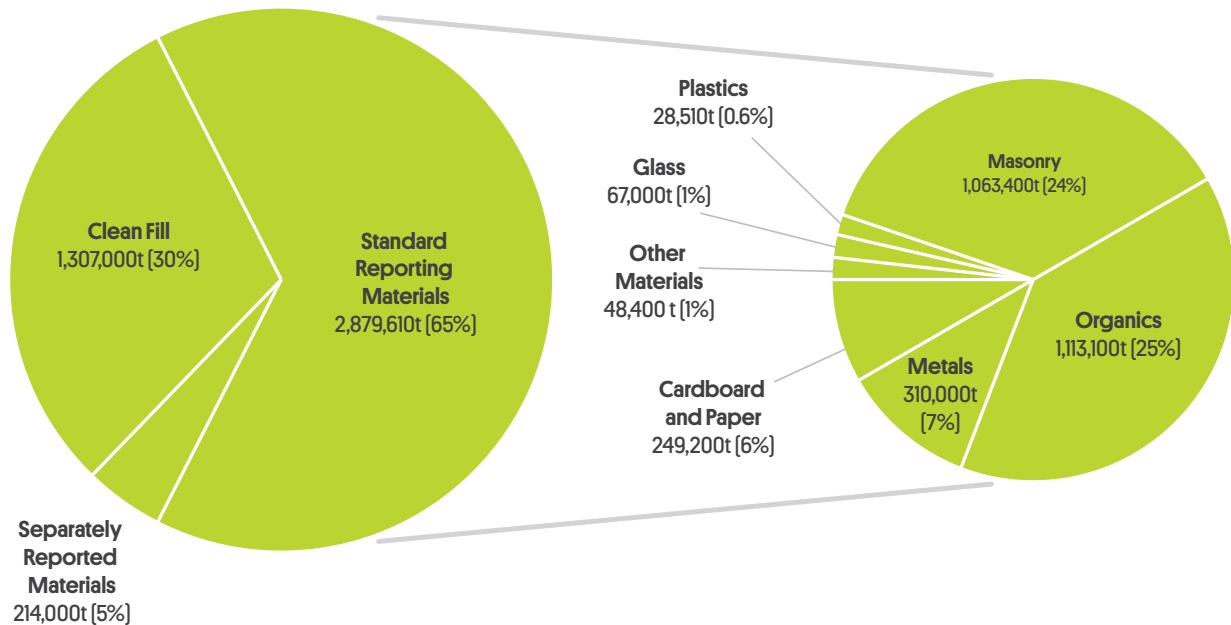
South Australia leads recycling in Australia with 84% of its waste being redirected from landfill to better uses locally, interstate and internationally. Most of the material is recycled locally in the form of construction wastes (masonry) and organics.

Construction and demolition wastes have a recovery rate of over 90%, while commercial and industrial wastes have a recovery rate of around 80%. However, municipal household waste achieves the lowest recovery rate at approximately 55%.

Recycling creates jobs – it has been estimated that approximately 9.2 jobs are created for every 10,000 tonnes recycled compared with 2.8 jobs for every 10,000 tonnes landfilled.<sup>2</sup> In South Australia, the recycling and waste industry has a turnover of about \$1 billion and employs approximately 4,800 people directly and indirectly.

There aren't large 'step' changes left to be made in the construction and demolition, and commercial and industrial sectors. The emphasis for these remains focussed on better collection (e.g. precincts for restaurant and food waste), broader market development (new products and services based on recovered materials), government and business procurement strategies (to improve market pull through) and higher performing products and standards (to capitalise on the market opportunities to replace virgin products).

**FIGURE 1** Contribution of different material categories to SA's resource recovery during 2016-2017



However, there are potential 'step' changes to be made in other sectors such as single-use plastics, including packaging. The industry-led Australian Packaging Covenant and its predecessor arrangements have been in place since 1999 and are underpinned by statutory measures in most Australian jurisdictions. While some inroads have been made on light-weighting of packaging, or material substitution (e.g. glass food or beverage container replaced by a plastic container), along with improved kerbside recycling, the overall impact on the supermarket aisle is not significant for most people, and for some their recycling bin is often full to overflowing. Many argue that packaging waste has increased as evidenced by the rise in packaged fruit and vegetable items. The reasons for this perceived increase are complex, and relate to market preferences and diversification, security and food preservation, shelf space impact on buying patterns, and brand recognition.

The proposition underpinning this *Turning the tide on single-use plastic products* discussion paper [the discussion paper] is that impacts arising from the production and consumption of single-use plastics and other single-use items on the economy, society and the environment require rapid intervention to reduce, minimise or eliminate those impacts.



# Plastics

Plastics play an important role in our economy and daily lives. Light and innovative materials in cars or planes save fuel and cut CO<sub>2</sub> emissions and when used in packaging, plastics help ensure food safety and reduce food waste. Combined with 3D printing, bio-compatible plastic materials can save human lives by enabling medical innovation.<sup>3</sup>

However, too often, the way plastics are currently produced, used and discarded harms our environment. The amount of marine litter in oceans and seas is growing, to the detriment of ecosystems, biodiversity and potentially human health and is causing widespread concern. At the same time, valuable material that could be brought back into the economy is lost, once thrown away or littered. The potential economic and environmental benefits of a more resource-efficient and circular approach are not realised.<sup>4</sup>

The need to tackle these problems and reduce the associated environmental, economic and social harm is widely recognised.

Single-use plastics, and in particular plastic packaging is widely available, persistent, and at best prone to disposal to landfill rather than recycling and at worst prone to littering where it may enter the marine environment. Studies in the EU regard plastic as the main source of marine litter as it is hardly biodegradable and it can have toxic and other harmful impacts. Due to its persistency, these impacts are growing as each year we generate more plastic waste. It is a global problem as acknowledged by many initiatives worldwide.<sup>5</sup>

In addition to harming the environment (particularly wildlife impacts), marine litter damages activities such as tourism, fisheries and shipping. For instance,

in the EU it is estimated that the cost of marine litter to EU fisheries is between 1% and 5% of total revenues from catches by the EU fleet. It threatens food chains, especially seafood.<sup>6</sup>

Australia and South Australia are not isolated from these issues.

The decision by China to restrict or ban the import of recyclable materials, alongside television programs such as the ABC's *War on Waste*<sup>7</sup> have highlighted the pressing need to do something, and find local solutions.

In April 2018, Australia's Environment Ministers committed to set a substantial path for Australia's recyclable waste. Commitments at that time included an agreement to make 100% of packaging in Australia reusable, recyclable or compostable by 2025 or earlier, and for governments to work with the industry led Australian Packaging Covenant Organisation (APCO) to deliver this target.<sup>8</sup> The development of targets for the use of recycled content in packaging was also endorsed.

On 11 September 2018, the APCO Board approved four national packaging targets and a Strategic Intent Plan. The targets are that, by 2025:

The Government of South Australia recognises that it also has a role in managing the problems associated with packaging. This includes single-use plastic packaging which affects all states and territories in Australia.

Ideally a joined up national approach is preferred, however, like looking down the wrong end of a telescope the targets are clear but appear a long way off. This discussion paper suggests that if we are to meet those targets, immediate and timely action is required and that the focus should be on single-use plastics, more broadly and not just packaging.

Other countries around the world are responding to the same pressures in relation to single-use plastics. France has banned plastic cups and plates, Italy and France are banning plastic cotton buds, the UK intends to ban straws, joined by the Brussels region recently, and other countries like Ireland and Portugal are considering similar measures.

## 2025 Targets



■ 100% of packaging will be reusable, recyclable or compostable

■ 70% of plastic packaging will be recycled or composted

■ 30% average recycled content will be included across all packaging

■ Problematic and unnecessary single-use plastic packaging will be phased out through redesign, innovation or alternative delivery methods

# What are single-use plastics?

The 2016-17 Australian Plastics Recycling Survey – National report commissioned by the Australian Government Department of the Environment and Energy defined a ‘plastic’ for the purposes of that report as:

“ A plastic material is any of a wide range of synthetic or semi-synthetic organic solids that are mouldable. Plastics are typically organic polymers of high molecular mass, but they often contain other substances. They are usually synthetic, most commonly derived from petrochemicals, but many are either partially natural or fully natural [i.e. biobased].<sup>9</sup>

Further information on plastics, including those marketed as ‘environmentally friendly’, is provided in the appendix on page 38.

Single-use plastics, refers to plastic packaging or other consumer products made of plastic that are designed to be used once, often away from home, and thrown away after a brief use. These items are particularly litter prone. Single-use plastics include small packaging, bags, disposable cups, lids, straws and cutlery.<sup>10</sup>

It is recognised that some single-use plastic items that are used in health related applications and procedures are also designed to be used once and then disposed. These items are not the subject of this discussion paper.

In the EU, the top 10 most commonly found single-use plastics makes up 86% of all single-use plastic in beach litter and is responsible for more than half of plastic marine litter. This list has been stable in recent years and over different regional seas within Europe. The list is very similar to lists in the US and other countries that consistently find the same single-use plastics in their marine litter.



TABLE 1: EU top 10 most commonly found single-use plastics

RANKING	ITEM
1	Drink bottles, caps and lids
2	Cigarette butts
3	Cotton bud sticks
4	Crisp packets / sweet wrappers
5	Sanitary applications (e.g. wet wipes, sanitary towels)
6	Plastic bags
7	Cutlery, straws and stirrers
8	Drinks cups and cup lids
9	Balloons and balloon sticks
10	Food containers including Fast food packaging

Whilst the dominance of this top 10 is stable, proposed legislation in the EU will have a review clause allowing for possible changes in the products or measures covered.<sup>11</sup>

In Australia, the National Report for the 2016-17 National Litter Index indicates that overall, cigarette butts, beverage containers and takeaway food packaging represent two-thirds (66%) of all the litter counted across the country.<sup>12</sup>

South Australia has consistently had less beverage containers in the litter stream than other state and territory jurisdictions and this is directly attributable to this state’s container deposit legislation. South Australian litter surveys undertaken twice a year

for more than 20 years support this finding,<sup>13</sup> as well as marine debris surveys undertaken by the Commonwealth Scientific and Industrial Research Organisation [CSIRO].

To provide some comparison with the EU findings presented in **Table 1**, Green Industries SA (GISA) analysed 5 years of litter count survey data for South Australia with the following exclusions:

- GISA's analysis excluded glass and metals which are relatively inert and less mobile once littered; and
- GISA's analysis excluded cigarette butts: As is the case nationally and internationally, cigarette butts are the most numerous (by number, not volume) item of litter. Waste from tobacco products, in particular cigarette filters containing plastic can persist in the environment for many years. Existing measures that can lead to a reduction in cigarette butt litter include community health measures aimed at reducing the number of smokers, litter enforcement action through the *Local Nuisance and Litter Control Act 2016*, extended product responsibility measures from tobacco manufacturers (e.g. butt litter campaigns), provision of infrastructure and education and awareness.

Considering the above exclusions, South Australia's top 10 littered items (not specifically related to marine pollution) are provided in **Table 2** and are based on total litter counts taken over a 5 year period ending November 2017. The top 10 presented in **Table 2** are expressed in relative count order with the 10th item assigned a relative frequency of 1. The counts of *Other paper (including tissues)* are 11.5 higher than those of Packing tape and straps.



**TABLE 2:** South Australia's top 10 littered items

ITEM	RELATIVE FREQUENCY
Other paper (including tissues)	11.5
Other plastic	5.9
Snack bags & confectionery wrappers	2.8
Cups/take away containers	2.1
Packages & boxes	2.0
Straws	1.8
Take away & cups	1.8
Plastic bottle tops	1.7
Clothing & materials	1.1
Packing tape & straps	1.0

Not surprisingly, there are similarities between the single-use plastics in both tables as many of the products containing plastic are global in their distribution, marketing and use. However, there are also some single-use plastics which may not be particularly prevalent in the litter stream but are not able to be recycled or difficult to recycle such as polystyrene packaging and plastic lined takeaway coffee cups. These products by design can only be disposed to landfill (at best) and for some, alternative recyclable, compostable or biodegradable product alternatives are available.

## What is the problem?

Over the past several years, there has been a steady increase in the volume of highly reputable international literature that addresses this question. This discussion paper draws heavily from organisations such as the Ellen MacArthur Foundation, the European Commission, the United Nations Environment Program and others. Some compelling facts presented at the front of this discussion paper are derived from these organisations' investigations.

Imagining a world without plastics is nearly impossible. Plastics are increasingly used across the economy, serving as a key enabler for sectors as diverse as packaging, construction, transportation, healthcare and electronics. Modern innovations mean today's plastics make up 50% of a vehicle's volume, but only about 10% of its weight.<sup>14</sup> Plastics have brought massive economic benefits to these sectors, thanks to a combination of low cost, versatility, durability and high strength-to-weight ratio.<sup>15</sup>

However, due to its slow decomposition, plastic accumulates in seas, oceans and on beaches worldwide, including Australia. 80% of marine litter emanates from land based sources.<sup>16</sup> The European Commission notes that plastic residues are found in marine species – such as sea turtles, seals, whales and birds, but also in fish and shellfish, and therefore in the human food chain. While plastics are a convenient, adaptable, useful and economically valuable material, these need to be better used, re-used and recycled. When littered, the economic impact of plastics encompasses not just the lost economic value in the material, but also the costs of cleaning up and losses for tourism, fisheries and shipping.<sup>17</sup>

The United Nations Environment Program has estimated the total natural capital cost to the marine ecosystem as a result of plastic littering to be \$13 billion per year globally, accounting for 17% of total lifecycle impacts on the marine ecosystem. This includes economic losses incurred by fisheries and tourism as well as time spent cleaning up beaches.<sup>18</sup>

Very large quantities of plastic waste leak into the environment from sources both on land and at sea, generating significant economic and environmental damage. Globally, 5 to 13 million tonnes of plastics — 1.5 to 4% of global plastics production — end up in the oceans every year.<sup>19</sup>

According to the World Economic Forum, in its report *The New Plastics Economy (2016)* at least 8 million tonnes of plastics leak into the ocean each year – which is equivalent to dumping the contents of one garbage truck into the ocean per minute. If no action is taken, this will increase to 2 per minute by 2030 and 4 per minute by 2050. The report suggests that packaging represents the major share of the leakage. Not only is packaging the largest application of plastics with 26% of volumes, its small size and low residual value also makes it especially prone to leakage. One indicative data point cited in the report is that plastic packaging comprises more than 62% of all items (including non-plastics) collected in international coastal clean-up operations.<sup>20</sup>

“ This phenomenon is exacerbated by the increasing amount of plastic waste generated each year, and is also fuelled by the growing consumption of ‘single-use’ plastics, i.e. packaging or other consumer products that are thrown away after one brief use, are rarely recycled and prone to being littered. These include small packaging, bags, disposable cups, lids, straws and cutlery, for which plastic is widely used due to its lightness, low cost, and practical features.<sup>21</sup>



iStock/Getty Images

For Australia, injury and fatality to vertebrate marine life caused by ingestion of, or entanglement in, harmful marine debris was listed as a key threatening process under the *Environment Protection and Biodiversity Conservation Act 1999* [EPBC Act] in August 2003.

A Threat Abatement Plan for the impact of marine debris on the vertebrate wildlife of Australia's coasts and oceans was subsequently developed to outline priority areas for government action at a local, state and national level. The Threat Abatement Plan was recently updated in 2018 and highlights 'limit[ing] the amount of single-use plastic material lost to the environment in Australia' as a high priority action.<sup>22</sup>

“Plastics are an obvious, problematic target for action. Experts say fishing gear [ropes and nets made from synthetic fibres], balloons and plastic bags are the biggest entanglement threat to marine fauna, and plastic bags and utensils are the biggest ingestion risk for seabirds, turtles and marine mammals [Wilcox et al., 2016]. Plastics may also be chemically harmful in some contexts, either because of their potential toxicity or because they absorb other pollutants [Rochman et al., 2013].<sup>23</sup>

In 2016, the Australian Government's Senate Environment and Communications References Committee undertook an inquiry into the threat of marine plastic pollution in Australia. Its report *Toxic tide: the threat of marine plastic pollution in Australia* acknowledged that:

“Evidence clearly demonstrates that this is an issue of global concern with vast quantities of plastic entering the marine environment on a daily basis. The committee understands that calculating the exact rates of plastic pollution into the future is difficult, but is of the view that estimates of current rates of pollution are sufficiently high as to warrant immediate action. The committee also accepts that marine plastic pollution in the Australian marine environment is difficult to quantify, but that amounts recovered through clean-up activities would point to the problem being significant.<sup>24</sup>

The identification of the origin, pathway and type of marine debris can be difficult, as litter degrades and fragments over time.

Some plastics enter the marine environment as 'macro-plastics' and then degrade slowly into smaller fragments. Others enter directly in the form of microplastics, which are plastic particles with a diameter less than 5mm. Some of these microplastics are intentionally added to products such as scrubbing agents in cosmetics, detergents, paints [sometimes referred to as microbeads] or to serve as input for further processing [e.g. plastic resin pellets]. Others originate from the abrasion of large plastic objects during manufacturing or use [e.g. tyre dust, textile fibres].<sup>25</sup>

Bits of plastic have even been detected in the faeces of people in Europe, Russia and Japan, according to research claiming to show for the first time the widespread presence of plastics in the human food chain.<sup>26</sup>

The Australian Government Department of the Environment and Energy is working with industry and state and territory governments to ensure a voluntary phase-out of microbeads from personal care and cosmetic products. It has also committed to eliminating remaining microbeads from the Australian market and will examine options to broaden the phase-out to other products.<sup>27</sup>

In view of the work already underway in relation to microbeads this discussion paper does not address these further. Similarly, it is recognised that there is litter emanating from marine based sources that cause impacts (e.g. fishing gear) attributable to a smaller cross-section of our society which may require a more tailored approach and is not covered here.

Although there are other materials causing impacts, there appears to be sufficient evidence for action to be taken to reduce the problem on single-use plastics, which are macro-plastics.

**Questions to consider in making a submission:**

- 1** Do you consider single-use plastic products are causing environmental problems?
- 2** What do you consider to be the most important problem associated with single-use plastic products that needs to be addressed?





# Should South Australia act?

There are a number of considerations that need to be balanced when the community seeks leadership from government and industry.

## Guiding principles

We know that wasteful consumption habits are not sustainable because of global limits to availability and accessibility of the earth's natural resources. We also know that there are limits to the amount of man-made waste and pollution that the earth can absorb or contain.

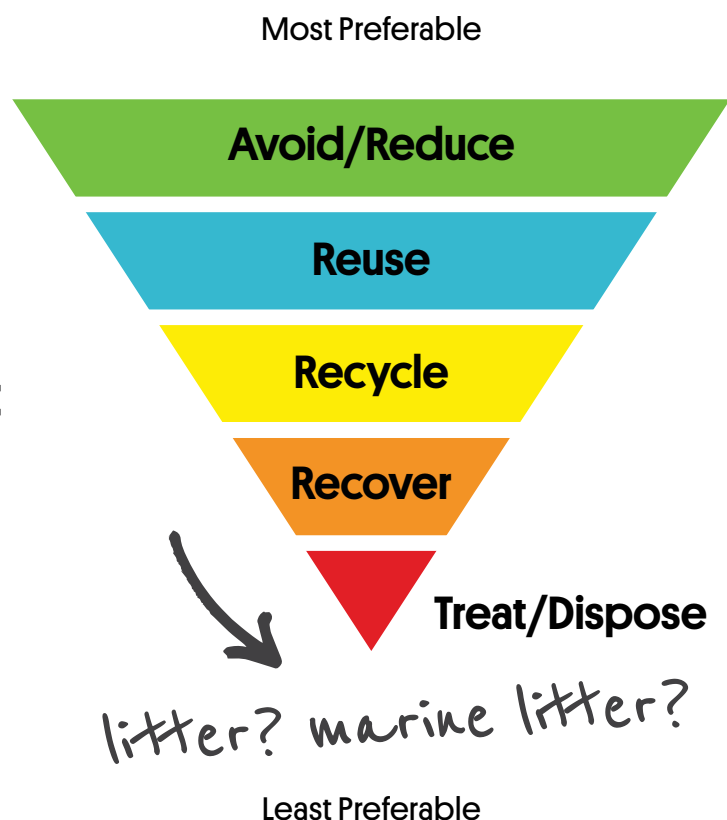
These widely held views are contextualised in a range of nationally and internationally recognised principles and concepts such as ecologically sustainable development. Any discussion of waste

management draws upon the same and related principles and concepts that are recognised globally as the cornerstone of waste management policy and help to guide our decision making. The following are important guiding principles for the purposes of this discussion paper:

***The principles of the circular economy:*** It is important that society move away from the “take, make, dispose” linear consumption pathway to one which continues to return materials back into the economy. Some plastics, and in particular single-use plastic items are entering the environment rather than being returned to the economy for further utilisation.

***The waste hierarchy:*** The waste management hierarchy is recognised internationally as an aspirational framework for sustainability.

## The waste management hierarchy



The framework stresses the need to:

- operate at the highest possible level of the hierarchy, considering social, environmental and economic practicalities
- make decisions using sound knowledge and information
- conserve materials and energy by acting to avoid waste and reduce wasteful consumption
- preserve the value of materials used, through source separation and reduced contamination.

The waste hierarchy implies a closed system where waste is ultimately dealt with in one way or another, however it does not reflect 'leakage' from the system or fugitive waste that escapes as litter or marine debris. This discussion paper proposes that the hierarchy also recognises litter and marine debris as being the least preferable option in waste management – that is, waste disposed of onto land or into aquatic environments whether deliberately or otherwise.

## United Nations Sustainable Development Goals<sup>28</sup>

On 25 September 2015, countries around the world, including Australia, adopted a set of goals to end poverty, protect the planet and ensure prosperity for all as part of a new sustainable-development agenda. The Sustainable Development Goals are the blueprint to achieve a better and more sustainable future for all. The goals address the global challenges we face, including those related to poverty, inequality, climate, environmental degradation, prosperity, and peace and justice. Each goal has specific targets to be achieved by 2030. Sustainable Development Goal 12 is specifically focused on responsible consumption and production patterns.

“ Achieving Goal 12 requires a strong national framework for sustainable consumption and production that is integrated into national and sectoral plans, sustainable business practices and consumer behaviour, together with adherence to international norms on the management of hazardous chemicals and wastes.



Targets associated with Sustainable Development Goal 12 include, but are not limited to:

- By 2020, achieve the environmentally-sound management of chemicals and all wastes throughout their life cycle, in accordance with agreed international frameworks, and significantly reduce their release to air, water and soil in order to minimise their adverse impacts on human health and the environment
- By 2030, achieve the sustainable management and efficient use of natural resources
- By 2030, substantially reduce waste generation through prevention, reduction, recycling and reuse



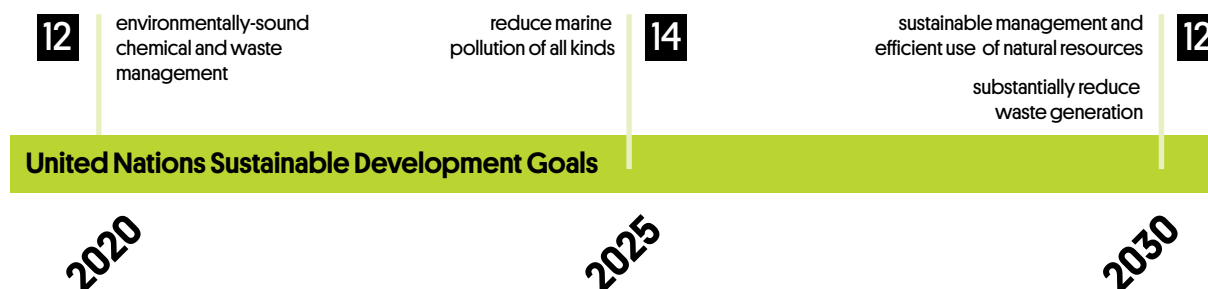
Sustainable Development Goal 14 is focussed on “life below water” and includes a specific target: “by 2025 prevent and significantly reduce marine

pollution of all kinds, in particular from land-based activities, including marine debris and nutrient pollution.”<sup>29</sup> As part of this target, the United Nations has announced a major global Clean Seas campaign aimed at ending plastic marine litter, particularly from single-use plastics.<sup>30</sup>

## Community concern

Recent community interest following television programs such as the ABC’s *War on Waste*<sup>31</sup> and documentaries such as *Blue Planet II*<sup>32</sup> suggest that single-use plastics are of concern. South Australia has shown leadership in measures such as a ban on single-use plastic bags, container deposit legislation and high performing kerbside recycling systems, including kitchen food waste recycling in some council areas.

The Australian Government’s Environment and Communications Senate Committee in its June 2018 Inquiry report, *Never waste a crisis: the waste and recycling industry in Australia* recommended that the Australian and state and territory governments agree to phase out petroleum-based single-use plastics by 2023.<sup>33</sup>



## Existing policy settings

This discussion paper outlines some of the economic, social and environmental problems of single-use plastics. A report by Circle Economy suggests the challenges associated with increasing plastic production, low levels of recycling and leakage to the environment is a powerful example that demonstrates the urgent need to overhaul waste management policy to tackle the root causes of excessive material use, significantly increase recovery and recycling rates, and promote high-value loops such as re-use, remanufacturing, refurbishment and lastly material recycling.<sup>34</sup>

The report considers that policy is required to extend along the entire value chain, including tackling excessive consumption, for example with the phase out of single-use and non-recyclable plastics.

South Australia has a strong track record in taking action in relation to a range of waste types with many already banned from disposal to landfill. As stated in the UN Habitat's 2010 publication *Solid Waste Management in the World's Cities*:<sup>35</sup>

“ South Australia has demonstrated a high level of political commitment and willingness to ‘stick its neck out’ and implement some policies and legislation upon which other administrations take a more conservative position. The Zero Waste Act [now Green Industries SA Act] and Plastic Bag Ban are two excellent samples of South Australia's Government showing leadership by putting in place arrangements to support a major drive towards the 3Rs [reduce, reuse, recycle].

South Australia already has two product-focussed legal instruments that specifically tackle single-use plastic and other items.



## Container Deposit Scheme (CDS)

Introduced in 1977 to reduce beverage containers in the litter stream, CDS continues to have a high level of community support and has a strong impact on the recycling of beverage containers covered under the scheme. The CDS includes some beverages provided in single-use plastic bottles or containers.

In 2017–18, almost 603 million containers [42,913 tonnes] were recovered by collection depots for recycling. This means that over \$60 million was refunded to the community during that period. The CDS also provides a financial benefit to individuals, community groups, sporting clubs and charities that collect empty containers for refund.

The scope of the CDS was expanded to products such as flavoured milk, juice and waters in 2003 and the deposit lifted from 5 cents to 10 cents in 2008.

Several Australian jurisdictions have more recently introduced container deposit schemes or intend to introduce one in the near future.

The Environment Protection Authority [EPA] is the regulator of the South Australian CDS, and intends to work in partnership with the key sectors who participate in the scheme to identify opportunities for improving CDS in the state. The EPA has released a scoping paper seeking views and feedback to inform issues to be considered in the review and the research required to inform the review.

Further information can be found in the CDS scoping paper - *Improving South Australia's recycling makes cents* - at [epa.sa.gov.au](http://epa.sa.gov.au)



### The Plastic Shopping Bag (Waste Avoidance) Act 2008

South Australia was the first state in Australia to ban lightweight checkout style plastic bags. *The Plastic Shopping Bags (Waste Avoidance) Act 2008* came into effect on 1 January 2009, with the ban on shopping bags taking effect from 4 May 2009.

South Australia's plastic shopping bags ban was adopted in recognition of the environmental issues associated with single-use, lightweight, checkout-style, plastic bag use, including harm to marine life and harm to the environment through litter and less attractive public places. Similar bans are now in place or being considered in other parts of Australia.

*The Plastic Shopping Bags Act allows the use of alternative compostable/biodegradable plastic bags provided they comply with Australian Standard 4736-2006 - Biodegradable plastics - Biodegradable plastics suitable for composting and other microbial treatment.*

**This ban on lightweight plastic shopping bags, and provision of comprehensive recycling options, has effectively removed from circulation around 400 million single-use plastic bags each year in South Australia, while reducing related environmental impacts and stimulating reuse and alternative product development e.g. multiple-use bags.**

Switching from lightweight, single-use shopping bags to multiple-use bags uses comparatively fewer resources and energy use across its life cycle and was an important factor that supported the introduction of the ban on single-use plastic bags.

A 2013 review on South Australia's plastic bag legislation concluded that:

“ The ban on lightweight single-use plastic bags has been highly effective at reducing the supply of lightweight single-use plastic bags from South Australia and changing consumer behaviour to alternatives to plastic shopping bags. Moving forward, consideration should be given to extending the ban to address the new alternatives including thick and heavy plastic bags as well as providing further education and advocacy to promote greener overall behaviour of consumers.

The review considered potential legislative amendments to improve the operation of the Act.

- Amend the definition of a plastic shopping bag to make it clear that the minimum thickness requirement applies across all parts of a bag
- Require biodegradable / compostable bags to be approved by the Environment Protection Authority
- Introduce an offence to provide bags different from those tested and approved by the Environment Protection Authority.

It is timely [10 years on] to review the current Plastic Shopping Bags Act. A review will identify opportunities to improve compliance with the Plastic Shopping Bags Act and explore whether the ban on lightweight single-use plastic bags should be expanded to include other thicker plastic bags. Consideration will be given to other jurisdictions' bans, including those that consider products that are marketed as 'degradable', 'bio' and 'oxo' degradable, and national targets for packaging [page 18].

“ According to the United Nations Environment Programme (UNEP) there is little evidence to suggest that products labelled as biodegradable will significantly decrease the volume of plastic entering the ocean, or the physical and chemical risks that plastics pose to the marine environment. The Australian Bioplastics Association also stated that “biodegradable plastics were not designed to be a solution for marine litter”.

There are more sustainable alternatives to single-use plastic bags. A trial using compostable bags in place of plastic 'barrier bags' for fruit and vegetables is being undertaken at two South Australian supermarkets and is receiving strong support from the community.

#### Questions to consider in making a submission:

3

What are your views on extending South Australia's ban on lightweight single-use shopping bags to include thicker plastic bags? What would be the consequences of such action for community, businesses and the environment?

4

Should all checkout bags and produce bags [i.e. for grocery items] be made from compostable [Australian Standard 4736-2006] material? What would the impacts be for retailers, consumers and industry? Would there be demand and flow-on benefits in establishing new industry to produce compostable bags here in SA?

**Note:** Produce bags and other shopping bags made from compostable [Australian Standard 4736-2006] material enables them to be re-used for household food waste disposal into the household green organics bin, and reduces costs to councils by not having to provide compostable bags as is currently the case for those councils that provide a food waste collection service to residents.

5

What do you do with biodegradable, degradable or compostable bags once you have finished using them? What do you think about the idea of banning lightweight single-use shopping bags even those made from biodegradable, degradable or compostable substances?



# Which items could we focus on?

This discussion paper does not purport to rely on detailed analysis on the prevalence and impacts [economic, social and environmental] associated with the incidence of single-use plastics in the South Australian litter stream or the impacts on the economy. Detailed information and analysis has not been undertaken regarding the suitability of available alternatives to some single-use plastics identified in this paper, noting only that some alternatives exist.

Information, evidence and data from various credible sources refer to the negative impacts that some plastics and in particular some single-use plastic products can have.

These impacts are likely to be exacerbated by the growing consumption of single-use plastics which are cheap to manufacture and widely used due to low cost and other

practical features (e.g. lightness), and in the absence of some form of intervention may only get worse.

International and local evidence referenced in this discussion paper suggests that for some single use plastic products that **are intended and/or designed to be disposed of after one brief use**,<sup>36</sup> are rarely recycled, cannot be recycled and in some cases are prone to being littered, that government intervention and action is required.

**The state government is interested in your views about this and what single-use plastic and other single-use items you think are important.**

Recent community attention in Australia and internationally has focussed on single-use plastic straws and plastic-lined takeaway coffee cups, and some discussion on these specific items is provided below.

## Single-use plastic straws and cutlery

Although the subject of some uncertainty, estimates suggest that Australian's use around 10 million straws a day and that this may even be an underestimation.<sup>37</sup>

South Australia represents about 7% of the population of Australia and based on this simple analysis our State's usage could be around 700,000 straws per day or 255,500,000 million straws per year.

20 minutes is the average time a straw is used before being discarded.<sup>38</sup>

Single-use plastic straws are most commonly made from type 5 plastic, or polypropylene and are in the top 10 items littering the marine environment where these can be ingested by marine life such as turtles and seabirds. Plastic cutlery is most commonly made from polypropylene and polystyrene and is also in the top 10 items littering the marine environment.

In February 2018, Scotland announced its intention to ban plastic straws by the end of 2019 as a means of tackling marine pollution. Taiwan has announced similar measures and a number of United States cities have already banned plastic straws, including Malibu, Santa Monica, Manhattan Beach and Seattle. In October 2018, members of the European Parliament (comprising 28 member states) announced ambitious legislation to ban single-use cutlery, cotton buds, straws and stirrers from 2021.<sup>39</sup>

Individual businesses are also responding. Woolworths announced it will stop selling plastic straws by the end of 2018.<sup>40</sup>

*The Last Straw* is a campaign to reduce the use of the plastic straws in venues around Australia. It aims to tackle the issue from both sides - encouraging consumers to use less plastic straws and encouraging businesses to give out less straws through staff training and information.<sup>41</sup>

Campaigns such as *refuse the straw* (out of the United Kingdom) and *straws suck* (an initiative of the ACT Government) attest to the growing community interest and concern regarding this single-use plastic product.

Some South Australian businesses are taking their own action by replacing plastic straws with more sustainable alternatives. Festival and event organisers around Adelaide are also making changes by supplying compostable cutlery and tableware instead of single-use plastic items.

## Plastic-lined takeaway cups (coffee cups)

Estimates of Australians' annual use of disposable coffee cups vary from between 1 billion disposable coffee cups each year,<sup>42</sup> with *Choice* (a leading consumer advocacy group in Australia) estimating that this figure could be as high as 3 billion coffee cups disposed each year.<sup>43</sup>

Based on a simple analysis our state's usage could be around 191,000 to 575,000 per day or 70 million to 210 million disposable coffee cups used each year.

*The well-intentioned caffeine lover who tries to do the right thing and recycle their cup may be doing more harm than good. The plastic waterproof lining of many paper coffee cups means they can't be recycled with collections of paper and cardboard and may actually contaminate a load, causing the whole lot to be sent to landfill.<sup>44</sup>*

Takeaway cups are primarily constructed of virgin (non-recycled) paperboard with a polyethylene plastic (PE) coating or polylactic acid coating on the cup to prevent leaking of liquids (e.g. coffee) and maintain the structural integrity of the cup during use. These cups are generally used for a short period of time (minutes) between purchase and disposal. PE is a plastic made from fossil petrochemical resources whereas polylactide is a bioplastic made from plant starches - with the PE lined takeaway coffee cups representing approximately 90% of coffee cups produced.

France has recently committed to ban disposable cups and plates by 2020 - except those that are completely compostable.

Some South Australian retailers are already moving from plastic-lined takeaway cups, with compostable alternatives and offering discounts for 'keep cups'.

### Questions to consider in making a submission:

6

Do you think South Australia should introduce measures to address items such as single-use plastic straws and plastic-lined takeaway coffee cups? What other single-use plastic items or single-use products would you like to be considered for possible government intervention?

## Excluded items

There are some single-use plastics for which existing efforts to tackle them are in place or that require more information to determine the best approach. For this reason, it is suggested that the following materials, items or products should be excluded from further specific consideration at this time.

**Microplastics / microbeads** – specifically those intentionally added to a product are not in scope as they are being addressed through other processes – refer page 20, and the national approach to eliminating microbeads.

**Debris emanating from sea-based sources (e.g. lost or discarded fishing gear)** – it is difficult to estimate the scale of this problem in the South Australian context. A more tailored response may be required and this form of debris is not examined further, although it may be the subject of future investigation and action.

**Non-plastic single-use disposable items (e.g. packaging)** – packaging comprising exclusively fibre will degrade and littered items comprising glass and metals are mostly inert and with relatively low environmental damage and less mobile once littered. The exclusion of these materials does not imply that leakage to the environment is acceptable, and it is recognised that visual amenity remains an important issue.

**Single-use plastic beverage containers** – many are already addressed through existing legislation [CDS]. The EPA intends to review South Australia's CDS legislation and could consider single-use plastic beverage containers alongside other beverage containers not currently subject to the legislation - as such these products are not examined further in this discussion paper.

**Sanitary applications (wet wipes, sanitary towels)** – These products are routinely flushed down toilets and wastewater treatment facility operators face significant problems when non-suitable products are flushed down the toilet as these contribute to blockages in household and municipal sewerage systems.

In April 2018, a manufacturer of sanitary wipes was ordered to pay penalties for making false and misleading representations about its 'flushable' toilet and bathroom cleaning wipes.<sup>45</sup>

It is suggested that their presence and associated impacts could be reduced through appropriate and accurate packaging labelling that provides advice to consumers on responsible disposal option[s].

**Absorbent hygiene products** – Single-use absorbent hygiene products [AHP] such as nappies represent a significant waste stream. A 2013 report estimated that South Australia could generate in the order of 35,000 tonnes annually with the majority of the waste arising from residential use [primarily nappies for children].<sup>46</sup>

However, the 2013 report also indicated that the majority of the AHP waste generated in South Australia is currently disposed to landfill and for this reason is not likely to be littered or disposed to the environment. Solutions to better utilise waste AHP are technically available but most are not commercially viable and would generally rely on segregation and separate collection infrastructure and systems at the household level which is not yet available.

It should be noted that the Australian Packaging Covenant Organisation [APCO], with Planet Ark and PREP Design, have launched a labelling scheme that will help consumers better understand how to recycle products effectively.<sup>47</sup> This is being voluntarily phased in by many Australian companies but imported goods may not feature such labelling.

### Questions to consider in making a submission:

7

What are your views on the list of items excluded and do you think there are others that do not require additional action or should be exempt from possible government intervention, and why? Are there exclusions that should be included? Why?

8

Do you think that labelling describing how to recycle or dispose of a product, or parts of the product is helpful to consumers? For which products would better product labelling enable better disposal?





# Community and business impacts

Further work will be undertaken to evaluate how many South Australian based manufacturers or importers of single-use plastic products could be impacted by potential intervention measures from government. Impact assessments will also be undertaken for retailers and consumers.

However, in developing its proposal for a *Directive of the European Parliament and of the Council on the reduction of the impact of certain plastic products on the environment*, the European Commission undertook various impact assessments and relevant information is provided below to aid discussion and facilitate feedback on this important issue.

“ In the context of generally buoyant and increasing demand for plastic products, producers (plastics converters) are likely to be negatively affected by any reduction in demand for single use products but they have an opportunity to redirect production to reusable and recyclable items.

For food and drink related items (food containers, cups and cup lids, cutlery, straws and stirrers), the food service industry and retailers pay for the single use plastic items that they provide to customers ‘free of charge’. Although the cost might not be evident to customers, the consumer will normally cover it in the overall price. With a shift to reusable items, a single upfront purchase by the retailer will avoid future regular costs of purchasing the single use items, and thus may lead to a saving.

There will be a cost to providing reusable items for consumption on site, but savings from not providing single-use items. The balance of the costs and savings will vary for different retailers and determine whether a switch away from single-use plastics can ‘pay for itself’ over time. However, the shift to non-plastic single use alternatives may lead to an increase in costs to retailers if these are more expensive, and if they do not to pass these costs on to consumers.

For other single-use items such as wet wipes, sanitary towels, and cotton buds, that retailers sell on directly to customers (rather than use to contain the food or drink they are selling), the impacts will vary based on the difference between the wholesale price and the retail price of the non-plastic single-use alternative. Where retailers sell multi-use alternatives, while the number of sales will be lower, the effect on profits will depend on the per item margin that the retailer makes versus the margin on the current single-use plastic items.<sup>48</sup>

“Many retailers, especially in food service retail, are SMEs. They may be positively impacted where they avoid the need to purchase single use items that accompany or contain the food or drink they sell. Whilst reduced consumer spending will translate almost into reduce retail sales, there will be rebalancing as consumers spend their money on alternatives, and favour innovative responses. New business models will develop for making available multi use items to consumers and this could reduce costs, especially as options are scaled up.<sup>49</sup>



The European Commission's impact analysis suggests that for individual consumers, the impacts will vary depending on their consumption habits and their own pre-existing preferences in respect of using reusable items.<sup>50</sup>

In a world where convenience is highly valued, alternative more sustainable approaches even where these have reduced levels of convenience can and do enter the market. The increase in reusable coffee cups indicates that some consumers are willing to adopt more sustainable [reusable] packaging which incur less convenience and higher financial costs. When consumers use their own reusable cup it will need washing in order to keep the cup clean and usable.

“ Therefore, there may be some additional costs from washing the items. However, as they are no longer purchasing many single-use plastic items, the overall cost is likely to fall.<sup>51</sup>

In addition, alternative business models evolve to respond to and support consumer concerns and preferences, and *Responsible cafes*<sup>52</sup> is a good example where many participating cafes offer a price discount when a consumer brings a refillable coffee cup. *Responsible cafes* currently has 344 cafes registered in South Australia with participating cafes saving approximately 35.2 cups per day from landfill. Over the year that equates to approximately 12,800 cups per cafe.

In June 2018, Australia's supermarket giants Woolworths and Coles announced they will be reducing the level of plastic packaging in their stores. In addition to action in relation to the sale of straws [refer page 29] Woolworths announced they will remove plastic packaging from 80 fruit and vegetable lines. Coles also announced a set of commitments on packaging and recycling, including removing plastic wrapping from Coles brand bananas.



Business opportunities may also arise through the emergence of new companies that can produce suitable alternatives to single-use disposal plastic products or that can provide improved recycling outcomes for existing products that keep the materials circulating within our economy.

South Australia's plastic bag ban demonstrates that the large majority of consumers will accept measures that support the reduction in environmental impacts especially to marine animals, and in particular when alternatives are available [e.g. reusable shopping bags].

Negative impacts on state-based businesses that support South Australian jobs should be avoided or minimised where possible. Similarly, increased cost pressures facing the community are to be avoided or minimised.

It is also preferable for voluntary approaches or collaborative measures or policies over regulatory measures where business and industry has the foresight and willingness to act in a timely manner and where the alternative measures or policies achieve a

tangible reduction in the impact of single-use plastics on the economy, environment, and society.

#### Questions to consider in making a submission:

- 9 If you are a South Australian based manufacturer or importer of any of the single-use plastic products mentioned in this discussion paper, what are your views on this topic? Do you have access to alternatives? Are there cost impacts that need to be considered as part of this discussion?
- 10 If you are a retailer or business that sells, offers or provides single-use plastic products mentioned in this discussion paper, what are your views on this topic?
- 11 As a consumer of single-use plastic products mentioned in this discussion paper what are your concerns? What would you like to see done to address the problem[s] or concern[s]?

# What is the best approach?

There are a range of approaches and options that could be adopted to tackle single-use plastic products. Some options are more suited to a national approach (e.g. import restrictions, taxes, labelling, product accreditation), while others can be state-based (e.g. legislation, education, and incentives).

Options can range from industry-led approaches that rely upon industry to voluntarily transition to more sustainable alternatives through to fully-mandated legislative approaches such as bans. The EU has announced its intention to develop legislation to ban single-use cutlery, cotton buds, straws and stirrers from 2021.

For some single-use plastic items improved product labelling may be the best approach e.g. sanitary wipes, and for other products improved education and awareness of consumers may encourage a shift toward more sustainable product choices.

The EU approach also intends to use national reduction targets for plastics not directly ‘captured’ through banning and for which no alternative product exists including single-use burger boxes, sandwich boxes or food containers for fruits, vegetables, desserts or ice creams. These items will have to be reduced by EU member states by at least 25% by 2025. The EU Member States also agreed that reduction measures should also cover waste from tobacco products, in particular cigarette filters containing plastic which would have to be reduced by 50% by 2015 and 80% by 2030.<sup>53</sup> The mechanism(s) intended to achieve the required reduction targets are not identified.

Ideally, the preferred approach for South Australia should deliver environmental, economic and social benefits, be publicly acceptable and contribute to improved use of materials and resources.

It may be appropriate to restrict market access for some single-use plastic and other single-use products where suitable substitutes or alternatives exist with lower impacts. The use of legislation in South Australia is a mechanism that has already been used to restrict market access, for example in relation to the provision of single-use plastic bags as discussed above.

Similar legislation could be developed to restrict market access for individual single-use plastics or a more flexible and complete policy approach could be to develop framework legislation that enables bans and exclusions to be adopted for various single-use plastics and other single-use products with suitable time frames and after appropriate consultation.

A dedicated legislative instrument could be considered to address all single-use plastic and other single-use products targeted in one Act of Parliament by defining specific objectives and measures with a view to preventing and reducing their impact on the environment, society and the economy. The legislation could:

- Regulate [prohibit] the sale and supply of single-use products and materials in South Australia particularly those with a single-use applications such as identified above.
- Provide an ongoing legislative mechanism to manage products and materials which will be especially important as the complexity of waste types are changing and could become more problematic to manage into the future.

Such legislation would need to be informed by targeted consultation with affected parties and interest groups and consider a range of business and other impacts.

Any initiative should be seen in the broader context of the transition to a circular economy. It should support business innovation in the development of multi-use [longer lasting] alternatives and more sustainable single-use products. It could also promote compostable and other bio-based alternatives and introduce an innovative bio-economy, bringing new opportunities for businesses.

The framework legislation could also enable a staged approach whereby some of the more impactful single-use plastic or other single-use products could be addressed before others. This would also send a powerful message to the single-use plastic producers, importers and the packaging industry, brand owners and consumers that South Australia is serious, and will again lead on these aspects. Businesses would be more mindful of the downstream impacts before introducing new single use products.

**Questions to consider in making a submission:**

- 12** Do you think government intervention is required in relation to single-use plastic products or other single-use items? If so, what type and in what timeframe?
- 13** Do you think that restricting the sale or supply of some single-use plastic or other single-use products for which there are more sustainable alternatives available is a good idea?

For example, early product bans could be imposed where there are readily available alternatives on the market e.g. non-biodegradable single-use plastic straws in favour of straws made with biodegradable materials [e.g. paper] or reusable alternatives.

In Australia, the *Mutual Recognition Act 1992 [Cth]* requires that a product, which is sold in one state or territory, must be allowed to be sold in other Australian states or territories. It is possible for jurisdictions to ban the sale or production of products in its own jurisdiction through an exemption under the Mutual Recognition Act.

## Where to from here?

Views and thoughts expressed in submissions on this challenging and important issue will help inform government policy to **turn the tide** on single-use plastic products.

Subject to the outcomes of this discussion paper consultation process, further detailed consultation with business, industry and other parties will be undertaken.

See page 7 for information on how you can contribute to the discussion on this important issue.

# Appendix

## Definition of plastic

There are two types of polymers: synthetic and natural. Synthetic polymers are derived from petroleum oil, and made by scientists and engineers. Examples of synthetic polymers include nylon, polyethylene, polyester, Teflon, and epoxy. Natural polymers occur in nature and can be extracted. They are often water-based. Examples of naturally occurring polymers are silk, wool, DNA, cellulose and proteins.<sup>54</sup>

## Environmentally friendly plastic?

The Victorian government published a discussion paper on *Reducing the impacts of plastics on the Victorian environment*,<sup>55</sup> refers to the 'environmentally friendly' plastic alternatives to plastic items like bags, coffee cups and cutlery that are becoming increasingly common. The paper suggests that 'environmentally friendly' plastic products are often labelled as degradable, biodegradable and compostable and that these alternatives are not always as environmentally friendly as they appear. They can present similar entanglement and ingestion risks to marine animals as typical plastic items and, if sent to landfill, can produce methane, a potent greenhouse gas.

The terminology and explanation describing the difference between biodegradable, compostable and degradable varies but in general terms can be described as follows:<sup>56</sup>

**Biodegradable:** something is biodegradable when living things, like fungi or bacteria can break it down. Biodegradable plastics are made from plant-based materials like corn and wheat starch rather than petroleum and break down into organic material and water over time and under certain conditions (e.g. temperatures above 50°C).

**Compostable:** A subset of biodegradable plastic, compostable plastics are generally made from plant material that return to base organic components when processed under certain conditions such as those provided in a commercial composting environment operating in accordance with Australian Standards (AS 4736- 2006).

**Degradable or 'oxo-degradable':** Chemical additives used in the plastic allow the product to break down quicker than a standard plastic product usually would. The additives are designed to promote the oxidation of the material to the point where it embrittles and fragments into tinier and tinier pieces of plastic (microplastic). This may then be followed by biodegradation by bacteria and fungi at varying rates depending upon the environment. A recent study for the European Commission (EC) casts doubt on whether in practice these plastics biodegradable fully or within reasonable time periods.<sup>57</sup> A clear find from the EC study was these plastics were prohibited from biodegradation if the plastic is not first exposed to UV radiation (and, to a certain extent, heat). In these circumstances biodegradation will either not take place (it will behave as a conventional plastic) or it will be slowed significantly.<sup>58</sup>

Compostable bags are becoming increasingly useful for collecting food scraps. Confusingly however, many products labelled as 'compostable', including bags, only decompose fully in commercial composting facilities, and cannot be effectively composted at home.

Biodegradable, degradable and compostable plastics can contaminate other plastic waste collected for recycling, and vice versa, as these are not always easily identifiable or easy to separate out.

The Western Australian (WA) government concluded that consumers, recyclers, composters and local governments are unable to distinguish biodegradable plastics from conventional plastics<sup>59</sup> and has banned all single-use plastic bags up to a thickness of 35 microns.<sup>60</sup>

# References

- 1 <http://www.europarl.europa.eu/news/en/press-room/20181018IPR16524/plastic-oceans-meps-back-eu-ban-on-throwaway-plastics-by-2021>
- 2 <http://www.environment.gov.au/system/files/resources/5cc6a848-a93e-4b3f-abf7-fc8891d21405/files/waste-and-recycling-employment.pdf>
- 3 <http://ec.europa.eu/environment/circular-economy/pdf/plastics-strategy.pdf>
- 4 [http://ec.europa.eu/environment/circular-economy/pdf/single-use\\_plastics\\_impact\\_assessment.pdf](http://ec.europa.eu/environment/circular-economy/pdf/single-use_plastics_impact_assessment.pdf)
- 5 *ibid*
- 6 *ibid*
- 7 <https://www.abc.net.au/ourfocus/waronthewaste>
- 8 <http://www.environment.gov.au/system/files/pages/4f59b654-53aa-43df-b9d1-b21f9caa500c/files/mem7-agreed-statement.pdf>
- 9 <https://www.environment.gov.au/system/files/resources/c8dd95af-c028-4b6e-9b23-153aebcf8c3c/files/australian-plastics-recycling-survey-report-2016-17.pdf>
- 10 [http://ec.europa.eu/environment/circular-economy/pdf/single-use\\_plastics\\_impact\\_assessment.pdf](http://ec.europa.eu/environment/circular-economy/pdf/single-use_plastics_impact_assessment.pdf)
- 11 *ibid*
- 12 [http://kab.org.au/wp-content/uploads/2018/02/1802\\_KAB\\_nli\\_report\\_v2\\_2016-17.pdf](http://kab.org.au/wp-content/uploads/2018/02/1802_KAB_nli_report_v2_2016-17.pdf)
- 13 <http://www.kesab.asn.au/publications/litter-statistic-reports/>
- 14 <https://plastics.americanchemistry.com/Automotive/>
- 15 [https://www.ellenmacarthurfoundation.org/assets/downloads/publications/NPEC-Hybrid\\_English\\_22-11-17\\_Digital.pdf](https://www.ellenmacarthurfoundation.org/assets/downloads/publications/NPEC-Hybrid_English_22-11-17_Digital.pdf)
- 16 Sheavly, SB & Register, KM 2007, 'Marine debris & plastics: environmental concerns, sources, impacts and solutions', *Journal of Polymers and the Environment*, vol. 15, no. 4, 28 November, pp. 301-305.
- 17 [http://ec.europa.eu/environment/circular-economy/pdf/single-use\\_plastics\\_proposal.pdf](http://ec.europa.eu/environment/circular-economy/pdf/single-use_plastics_proposal.pdf)
- 18 <https://wedocs.unep.org/rest/bitstreams/16290/retrieve>
- 19 <http://ec.europa.eu/environment/circular-economy/pdf/plastics-strategy.pdf>
- 20 [http://www3.weforum.org/docs/WEF\\_The\\_New\\_Plastics\\_Economy.pdf](http://www3.weforum.org/docs/WEF_The_New_Plastics_Economy.pdf)
- 21 <http://ec.europa.eu/environment/circular-economy/pdf/plastics-strategy.pdf>
- 22 <http://www.environment.gov.au/system/files/resources/e3318495-2389-4ffc-b734-164cdd67fe19/files/tap-marine-debris-2018.pdf>
- 23 *ibid*
- 24 [http://www.aph.gov.au/Parliamentary\\_Business/Committees/Senate/Environment\\_and\\_Communications/Marine\\_plastics](http://www.aph.gov.au/Parliamentary_Business/Committees/Senate/Environment_and_Communications/Marine_plastics)
- 25 [http://ec.europa.eu/environment/circular-economy/pdf/single-use\\_plastics\\_impact\\_assessment.pdf](http://ec.europa.eu/environment/circular-economy/pdf/single-use_plastics_impact_assessment.pdf)
- 26 <https://www.news.com.au/technology/science/human-body/plastics-have-entered-human-food-chain-small-poo-study-shows/news-story/81d3383daee87c6429c92bae2803f2c>
- 27 <http://www.environment.gov.au/protection/waste-resource-recovery/plastics-and-packaging/plastic-microbeads>
- 28 <https://www.un.org/sustainabledevelopment/sustainable-development-goals/>
- 29 *ibid*
- 30 <http://web.unep.org/unepmap/un-declares-war-ocean-plastic>
- 31 <https://www.abc.net.au/ourfocus/waronthewaste/>
- 32 <http://www.bbc.co.uk/programmes/p04tjbtx>

- 33 [https://www.aph.gov.au/Parliamentary\\_Business/Committees/Senate/Environment\\_and\\_Communications/WasteandRecycling/Report](https://www.aph.gov.au/Parliamentary_Business/Committees/Senate/Environment_and_Communications/WasteandRecycling/Report)
- 34 [https://www.circle-economy.com/low-carbon-circular-economy?utm\\_content=buffer4e9ba&utm\\_medium=social&utm\\_source=twitter.com&utm\\_campaign=buffer](https://www.circle-economy.com/low-carbon-circular-economy?utm_content=buffer4e9ba&utm_medium=social&utm_source=twitter.com&utm_campaign=buffer)
- 35 <https://unhabitat.org/books/solid-waste-management-in-the-worlds-cities-water-and-sanitation-in-the-worlds-cities-2010-2/>
- 36 Does not include products associated with health related applications, procedures etc.
- 37 <https://www.abc.net.au/news/science/2018-08-05/plastic-straws-how-many-do-we-really-use-war-on-waste/10042990>
- 38 <http://accidental-greenie.blogspot.com/2017/04/the-environmental-impact-of-plastic.html>
- 39 <http://www.europarl.europa.eu/news/en/press-room/20181018IPR16524/plastic-oceans-meps-back-eu-ban-on-throwaway-plastics-by-2021>
- 40 <https://www.msn.com/en-au/news/australia/woolworths-ban-selling-plastic-straws-and-remove-packaging-from-80-fruit-and-veg-products-after-backlash-from-customers/ar-AAybYjL>
- 41 <http://www.laststraw.com.au/member-venues-and-partners>
- 42 <https://www.abc.net.au/news/2016-02-03/takeaway-coffee-cups-piling-up-in-landfill/7136926>
- 43 <https://www.choice.com.au/food-and-drink/drinks/tea-and-coffee/articles/are-takeaway-coffee-cups-recyclable>
- 44 Ibid
- 45 <https://www.accc.gov.au/media-release/pental-to-pay-700000-in-penalties-for-%E2%80%98flushable%E2%80%99-wipes-claims>
- 46 <http://www.greenindustries.sa.gov.au/publications-absorbent-hygiene-products>
- 47 <https://www.packagingcovenant.org.au/news/apco-and-planet-ark-launch-national-recycling-label-to-combat-waste>
- 48 [http://ec.europa.eu/environment/circular-economy/pdf/single-use\\_plastics\\_impact\\_assessment.pdf](http://ec.europa.eu/environment/circular-economy/pdf/single-use_plastics_impact_assessment.pdf)
- 49 Ibid
- 50 Ibid
- 51 Ibid
- 52 <https://responsiblecafes.org/>
- 53 <http://www.europarl.europa.eu/news/en/press-room/20181018IPR16524/plastic-oceans-meps-back-eu-ban-on-throwaway-plastics-by-2021>
- 54 <https://www.cmu.edu/gelfand/education/k12-teachers/polymers/natural-synthetic-polymers/>
- 55 [https://s3.ap-southeast-2.amazonaws.com/hdp.au.prod.app.vic-engage.files/3215/0827/4648/FINAL\\_as\\_at\\_17102017\\_-\\_Reducing\\_the\\_impacts\\_of\\_plastics\\_on\\_the\\_Victorian\\_environment\\_-\\_join\\_the\\_discussion.pdf](https://s3.ap-southeast-2.amazonaws.com/hdp.au.prod.app.vic-engage.files/3215/0827/4648/FINAL_as_at_17102017_-_Reducing_the_impacts_of_plastics_on_the_Victorian_environment_-_join_the_discussion.pdf)
- 56 Content derived in large part but not exclusively from: <https://www.1millionwomen.com.au/blog/plastic-bags-whats-difference-between-degradable-compostable-and-biodegradable/>
- 57 <https://www.bioplastics.org.au/wp-content/uploads/2017/06/The-Impact-of-the-Use-of-Oxo-degradable-Plastic-on-the-Environment-For-the-European-Commission-DG-Environment.pdf>
- 58 Ibid
- 59 [https://www.der.wa.gov.au/images/documents/our-work/consultation/Plastic\\_bag\\_ban/Plastic-bag-ban\\_discussion-paper.pdf](https://www.der.wa.gov.au/images/documents/our-work/consultation/Plastic_bag_ban/Plastic-bag-ban_discussion-paper.pdf)
- 60 <https://www.mediastatements.wa.gov.au/Pages/McGowan/2018/04/Resounding-support-for-WAs-plastic-bag-ban.aspx>





## TURNING THE TIDE ON SINGLE-USE PLASTIC PRODUCTS

### Discussion paper

Section	Comment
Purpose	No comments
Do you consider single-use plastic products are causing environmental problems?	Yes
What do you consider to be the most important problem associated with single-use plastic products that needs to be addressed?	Improper disposal of items, leading to plastics ending up in landfill and waterways. Volume of use of these items when there are potentially alternatives that have less impact on the environment.
What are your views on extending South Australia's ban on lightweight single-use shopping bags to include thicker plastic bags? What would be the consequences of such action for community, businesses and the environment?	Positive for the environment based on current statistics - 400 million single-use plastic bags removed from circulation each year in South Australia. Have compostable bags available for purchase for those that forget their bags. The State Government should look to introduce other alternative material (i.e. string).
Should all checkout bags and produce bags (i.e. for grocery items) be made from compostable (Australian Standard 4736-2006) material? What would the impacts be for retailers, consumers and industry? Would there be demand and flow-on benefits in establishing new industry to produce compostable bags here in SA?	Yes absolutely, compostable bags could be a great alternative although they may not tolerate as much weight as their plastic counterparts. This is not seen as a concern. Establishing new industry will be important and will give those in the plastic manufacturing industry opportunities to move to a more sustainable business model.
What do you do with biodegradable, degradable or compostable bags once you have finished using them? What do you think about the idea of banning lightweight single-use shopping bags even those made from biodegradable, degradable or compostable substances, as has been proposed in other Australian jurisdictions?	If consumers are not educated effectively on how to properly dispose of these items, it is very likely that they will also end up in landfill and waterways. There is a need to provide greater identification of the types of bags and their durability.
Do you think South Australia should introduce measures to address items such as single-	Plastic Straws, plastic cutlery and lined single use coffee cups should be banned, with a reasonable timeframe for implementation to assist manufacturing businesses.

use plastic straws and plastic-lined takeaway coffee cups? What other single-use plastic items or problematic products would you like to be considered for possible government intervention?	
Do you think that labelling describing how to recycle or dispose of a product, or parts of the product is helpful to consumers? For which products would better product labelling enable better disposal?	Yes, however based on the varying sizes and shapes of single use plastics this could be very difficult to implement.
As a consumer of single-use plastic products mentioned in this summary, what are your concerns? What would you like to see done to address the problem(s) or concern(s)?	Education for businesses using single use plastics. Some businesses refuse to serve items in consumer's reusable cups without good reason. Incentives for businesses and consumers to purchase more environmentally friendly products over their plastic counterparts.
Do you think government intervention is required in relation to single-use plastic products or other problematic single-use items? If so, what type and in what timeframe?	Yes, the State Government should work closely with industry / business in regards to type and timeframe. Voluntary approaches and collaborative measures are preferable however, if there is little interest from industry / business following the State Government consultation then policy or regulatory measures may be the best option in gaining a tangible reduction in the impact of single use plastics.
Do you think that restricting the sale or supply of some single-use plastic or other problematic products for which there are more sustainable alternatives available is a good idea?	Yes however, thought needs to be given to those that require items such as disposable straws due to medical conditions or disabilities (i.e. food consumption). Discussions would need to be had to ensure that alternatives will be fit for purpose.
Fast facts	No comments
Introduction	No comments
Plastics	No comments
What are single-use plastics?	No comments
What is the problem?	With recent media reports detailing marine deaths in fish, whales, sharks etc, and suffering to many species when entangled in plastic litter, it is imperative that steps are taken to reduce litter. 'Cosmetic appearance' should not be a good enough validation for the production of waste materials.

	Items that are overly packaged should be targeted – items in a box then individually wrapped within the box.
Should South Australia act?	
Guiding principles	No comment
Existing policy settings	No comment
Container Deposit Scheme	No comment
The Plastic Shopping Bag (Waste Avoidance) Act 2008	Ideally lightweight single use plastic bags used in Supermarkets should be replaced with compostable bags. There was initial reluctance and consumer resistance to the introduction of the 'green bags' but consumers do adapt but ongoing community awareness and education programs (such as War on Waste) would be invaluable.
Which items could we focus on?	
Single-use plastic straws and cutlery	Plastic Straws, plastic cutlery and lined single use coffee cups should be banned, with a reasonable timeframe for implementation to assist manufacturing businesses. These items can be replaced with compostable alternatives. Metal straws may create hygiene issues.
Plastic-lined takeaway cups (coffee cups)	As above – also foil lined tetra packs.
Excluded items	No comment
Community and business impacts	
	<p>Perhaps Government Grants or Incentives should be made available for business to explore viable alternatives to such items as single serve biscuits, chips, wraps. Why do we need the plastic tray for biscuits? – not too many years ago all that was needed was the outside wrapping and now they sit on a plastic tray.</p> <p>Education for cafes / coffee shops around the use of reusable items. Standards may need to be introduced. Businesses should have a right to decline a container if the container is unclean or not food safe but cups shouldn't be refused because they differ from what the business currently uses.</p> <p>Businesses that produce single use plastics as their core business will be greatly impacted if plastics are banned. Ideal to work with these businesses to create / encourage compostable products and help shift the focus of these businesses to a more sustainable model.</p>
What's the best approach?	
Where to from here?	No comment
Appendix	
Definition of plastic	No comment
Environmentally friendly plastic?	No comment

**COUNCIL**  
**DEVELOPMENT AND ENVIRONMENTAL SERVICES**  
**WASTE SERVICES REPORT**  
**19 FEBRUARY 2019**

**7.5.5.3 DEBATE AGENDA – WASTE SERVICES REPORT**

**7.5.5.3**

**REVIEW OF SA'S CONTAINER DEPOSIT SCHEME**

B9236

Author: Director Development and Environmental Services

**PURPOSE**

To seek Council's endorsement of the Submission to the Environment Protection Authority (EPA) on the Scoping Paper to review SA's Container Deposit Scheme.

**RECOMMENDATION**

That Council:

- (1) Endorse the Submission on the Scoping Paper to review SA's Container Deposit Scheme attached to the Report; and
- (2) Authorise the Chief Executive Officer, or his delegate, to submit the Submission to the Environment Protection Authority by the closing date.

**REPORT**

Background

South Australia has led the Nation in litter reduction and resource recovery since 1977 with the introduction of the Container Deposit Scheme (CDS). The Scheme continues to be a highly successful environmental program aimed at litter reduction and resource recovery.

The State Government has reported that almost 603 million containers were recovered in 2017-18 by Collection Depots for recycling, representing a return rate of almost 77% and diverting about 42,913 tonnes from landfill or litter in that year.

At its height the CDS return rate was 81% in 2011-2012 and has since dropped to 76.9%.

Introduction

The State Government has commenced a conversation on how South Australia can build on the success and improve the Container Deposit Scheme and increase litter reduction and resource recovery.

A preliminary Scoping Paper ([\*Attachment 1\*](#)) has been released for comment.

### Discussion

The EPA is seeking feedback to help inform the scope of the issues to be considered in the review and the research required to inform the review. These initial discussions will inform a Discussion Paper for stakeholder and community consultation in mid-2019.

The Scoping Paper has proposed a number of Questions to assist in determining the scope of issues.

The draft submission ([\*Attachment 2\*](#)) seeks to address these questions.

### *Exempted containers*

The Environment Protection Act exempts certain beverages and their containers; such as plain milk, wine and spirituous liquor in glass bottles, fruit juice in containers of one litre or more, flavoured milk in containers of one litre or more, and any beverages in containers greater than three litres.

The rationale is that these types of containers are not generally consumed as take-away products and therefore do not usually contribute to litter, and consumers can dispose of them through council kerbside collection system or drop-off centres.

The following classes of containers are currently exempt from the application of Part 8 Division 2 of the Act:

- a) containers used for the purpose of containing milk or milk substitute (other than flavoured milk or flavoured milk substitute);
- b) containers used for the purpose of containing 1 litre or more of flavoured milk or flavoured milk substitute;
- c) containers used for the purpose of containing 1 litre or more of pure juice (comprising at least 90% fruit juice or vegetable juice or a mixture of fruit and vegetable juices);
- d) containers used for the purpose of containing more than 3 litres of beverage;
- e) containers constructed of cardboard and plastic, cardboard and foil, or cardboard, plastic and foil (commonly known as casks or aseptic packs) used for the purpose of containing 1 litre or more of wine, wine-based beverage or water (including mineral or spring water);
- f) containers constructed of plastic or foil or plastic and foil (commonly known as sachets) used for the purpose of containing 250 millilitres or more of wine.

### Summary and Conclusion

The State Government is seeking feedback on the Scoping Paper to review SA's Container Deposit Scheme.

Submissions on the Scoping Paper close 22 February 2019.

## **ATTACHMENTS OR OTHER SUPPORTING REFERENCES**

Attachment 1 - A Scoping Paper to review SA's Container Deposit Scheme  
Attachment 2 – Draft Submission

## COMMUNITY PLAN / CORPORATE PLAN / LEGISLATIVE REQUIREMENTS

### Community Plan



#### Natural Environment and Built Heritage

### Corporate Plan

- 1.9 Participate in initiatives, or advocate for, improvement to recycling, re-use, and minimisation education initiatives to reduce waste disposed to landfill.

### Legislative Requirements

Environment Protection Act 1993, Part 8, Division 2 - Beverage containers

Environment Protection Regulations 2009, Part 4 - Beverage containers

## FINANCIAL, RESOURCE AND RISK MANAGEMENT CONSIDERATIONS

### *Financial Management*

Nil

### *Risk Management*

Nil

## COMMUNITY CONSULTATION

Nil



# IMPROVING SOUTH AUSTRALIA'S RECYCLING MAKES CENTS

A scoping paper  
to review SA's  
container deposit  
scheme



# Contents

A message from the Minister .....	01
Invitation to comment .....	02
Purpose .....	03
Questions .....	05
Overview .....	06
Snapshot of SA Container Deposit Scheme .....	09
Where to from here .....	11



# A message from the Minister



South Australians have led the nation in litter reduction and resource recovery since 1977 with the introduction of our successful container deposit scheme.

Our container deposit scheme continues to be a highly successful environmental program aimed at litter reduction and resource recovery.

The container deposit scheme also provides a financial benefit to community groups, sporting clubs and charities that collect empty containers for refund and supports an industry of container recyclers. In 2017/18 over \$60 million was refunded in South Australia.

As the new Minister for Environment and Water, I am committed to keeping South Australia at the forefront of recycling and resource recovery while also increasing economic activity and creating jobs.

The Marshall Government is starting a conversation on how we as a state can build on our success and improve the container deposit scheme in South Australia and increase litter reduction and resource recovery.

Your views and feedback will help inform the scope of the issues to be considered in the review and the research required to inform the review. These initial discussions will inform a CDS review discussion paper for stakeholder and community consultation in mid-2019.

Your involvement in each stage of the review is sought to generate informed and evidence based discussions and recommendations for change.

Finding innovative solutions that reduce waste, improve our environment and benefit our community is critical to ensuring South Australia continues to lead the nation in waste management and litter reduction.

I welcome your feedback on this very important issue.

**David Speirs MP**

Minister for Environment and Water

# Invitation to comment

This paper is the start of a conversation on how we can build on the success of our container deposit scheme (CDS) to improve recycling and further reduce litter.

The government is seeking ideas on how to improve South Australia's container deposit scheme. Your feedback will help government to determine the scope of the review and the research required to inform the review. It will also help confirm what works well and should be retained.

## How to respond

The deadline for comments and submissions is 5pm, Friday, 22 February 2019.

Comments can be provided via:

- [YourSAy](#)
- Email to [epainfo@sa.gov.au](mailto:epainfo@sa.gov.au)
- Mail to GPO Box 2607 Adelaide SA 5001.

Written submissions must be lodged with the Environment Protection Authority, at [epainfo@sa.gov.au](mailto:epainfo@sa.gov.au) or GPO Box 2607 Adelaide SA 5001.

## Important information about your submission

Submissions will be treated as public documents, unless received in confidence subject to the requirements of the *Freedom of Information Act 1991*, and may be quoted in full or part in subsequent Environment Protection Authority (EPA) reports. If you do not want the public to read your submission, please write 'confidential' on your submission.

Please comment on the general issues under discussion.

## Tips for written submissions

Providing reasons and evidence for your comments, will assist in the consideration of your comments.

Please include your name, position, organisation and contact details (telephone number, email and postal address) with your submission.

**Further Information: Tobias Hills, Manager  
Legislation and Policy, Environment Protection  
Authority, at [tobias.hills@sa.gov.au](mailto:tobias.hills@sa.gov.au)**

# Purpose

This scoping paper is the start of a conversation on how we can build on the success of the container deposit scheme (CDS) in South Australia and further improve recycling and litter reduction.

Much has changed since the start of the CDS in 1977, including in terms of types of containers, consumer choices, technology, and markets for recycled materials. It is therefore important to keep looking for opportunities to improve the CDS, both in terms of its role in recycling, and in litter reduction.

Your views and feedback will help inform the scope of the issues to be considered in the review and the research required to inform the review.





# Questions

In providing your feedback you may like to consider and respond to the following questions on commonly raised issues. These are offered to help generate discussion and are not meant to be a comprehensive list of potential issues and opportunities.

## Questions to guide the preparation of submission

### Objectives

- 1 What should be the objectives of the container deposit scheme [CDS]?

Currently the objectives of the CDS are reflected in the Beverage Container Division of the *Environment Protection Act 1993*.

- 2 How well do you think the CDS is currently achieving these objectives?
- 3 Are there other aims that the scheme could achieve that should be reflected in the legislation?

### Opportunities to improve the effectiveness of the South Australian CDS

Your views are sought on what opportunities the review should consider to improve the operation of the CDS. In commenting on what you think could be working better you may have a view on the following components of the scheme:

- 4 Containers included – should more types of containers be included in the CDS and are there containers currently receiving a 10-cent refund that should be removed from the scheme?
- 5 Banning of containers – should the scheme ban the sale of beverage containers that present challenges for recycling?

- 6 Governance arrangements – should the review consider how collection depots and supercollectors operate?
- 7 Marking of containers – is there a need to modernise how containers are marked to display the 10-cent refund?
- 8 Payment of deposit – is there another way that you would like refunds to be paid?
- 9 Ease of returning containers – how difficult is it to return your containers for a refund? Are current recycling depots adequate in terms of how many there are and where they are?
- 10 Dispute resolution – should the review consider options to improve the process of dispute resolution between industry parties in the scheme?
- 11 Compliance – are there opportunities for improvements in the administration and enforcement of the scheme?
- 12 Monitoring and information – is there sufficient and transparent information in the current scheme, for example audit needs?

### Refund amount

- 13 Should the refund amount be revised?

### Supporting research

- 14 What research do you think is required to inform the CDS review?

### Out of scope

- 15 Are there parts of the scheme that are working really well and you think should not be considered for change as part of the review?

### Engagement options

- 16 How would you like to be part of the CDS review conversation in the future?

# Overview

## South Australia has led the way in Australia in container recycling for over 40 years.

Container deposit legislation was first introduced in South Australia in 1977 as a litter control measure and is now also used to support resource recovery and recycling.

The container deposit scheme (CDS) was introduced to address significant volumes of beverage containers in the litter stream and broadly coincided with the introduction of non-refillable beverage containers such as cans and then later, plastic soft drink bottles. Prior to this, refillable glass bottles for beer and soft drinks were collected via voluntary schemes established by the manufacturers of those beverages.

In 2003 the scope of containers covered by CDS was expanded to include additional beverage containers such as flavoured milk, juice and waters prevalent in the litter stream at the time. In 2008 the refund amount was increased to 10-cents.

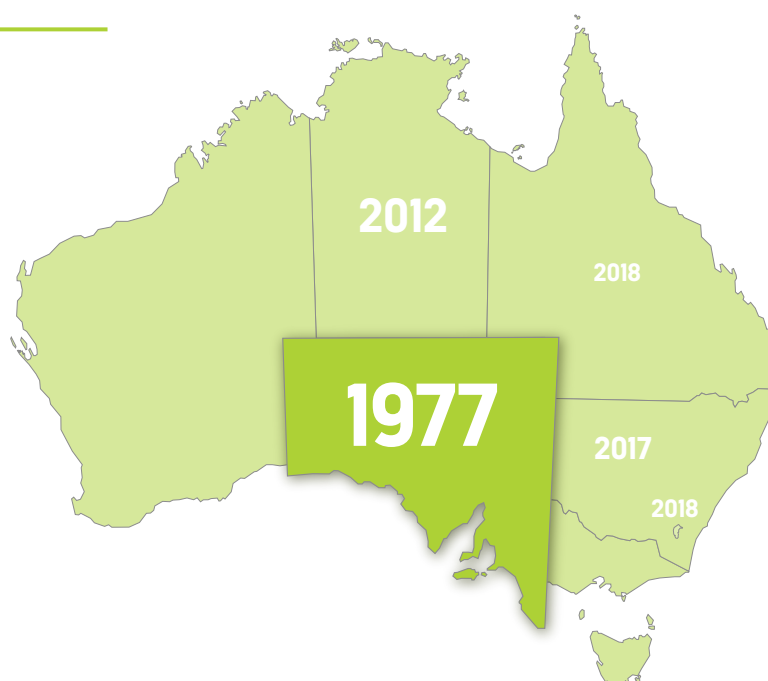
South Australia's CDS continues to be a highly successful environmental program aimed at litter reduction and resource recovery.

In 2017 – 18, almost 603 million containers were recovered by collection depots for recycling, representing a return rate of almost 77% and diverting about 42,913 tonnes from landfill or litter in that year. At its height the CDS return rate was 81% in 2011 – 2012 and has since dropped to 76.9%.

There is an opportunity to build on this success and improve the management of the CDS and the effectiveness of the scheme to promote litter reduction and resource recovery. The government are therefore keen to hear from anyone involved in the scheme, from the manufacturers of beverage containers, to the person returning their empty containers to the local recycling depot, about their ideas to make the CDS work even better.

We will also be looking at lessons learned in other jurisdictions, where container deposit schemes were introduced more recently.

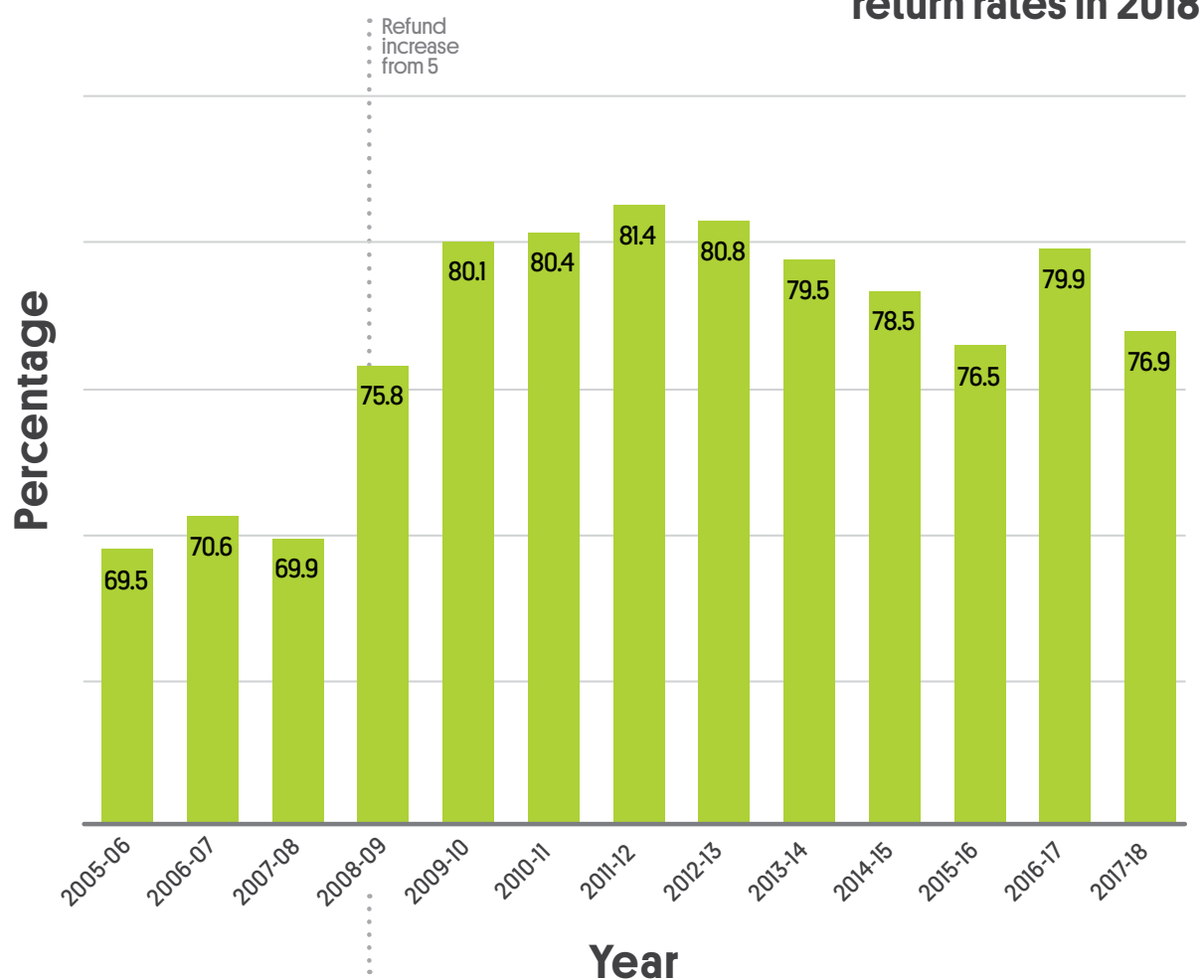
**FIGURE 1** Introduction of container deposit schemes by year



## What is CDS achieving in SA?

South Australia leads the nation in the recovery and recycling of beverage containers with a current overall return rate of 76.9%. In 2017 - 2018, almost 603 million containers [42,913 tonnes] were recovered by collection depots for recycling, resulting in beverage containers making up only 2.8% of litter in SA.

**FIGURE 2** Beverage Container Return Rates in 2018. Source: EPA



The CDS provides a financial benefit to individuals, community groups, sporting clubs and charities that collect empty containers for refund. In 2017 - 2018 over \$60 million was refunded in South Australia.

South Australians enjoy the convenience of an extensive depot network throughout the metropolitan and regional areas of the state. Many of the 132 approved depots accept a wide range of recyclable materials making them a 'one stop shop' for the public.

According to the KESAB Environment Solutions *CDL Containers and Plastic Shopping Bags in the Litter Stream Report 2018*, beverage container litter currently represents only 2.8% of litter items in South Australia. This result is the same as the Northern Territory which recorded 2.8%. About 6.2% of Queensland's litter was beverage containers, with 6.5% in Victoria, 8.2% in New South Wales and 14.7% in Western Australia.

## Percentage of CDS items in the litter stream

**FIGURE 3** Percentage of CDS items in the litter stream.  
Source: KESAB Environment Solutions CDL Containers and Plastic Shopping Bags in the Litter Stream Report 2018

State/ Territory	2008 - 09	2009 - 10	2010 - 11	2011 - 12	2012 - 13	2013 - 14	2014 - 15	2015 - 16	2016 - 17	2017 - 18
NT	3.2%	4.3%	5.3%	4.1%	2.1%	2.1%	2.0%	2.8%	2.6%	2.8%
SA	2.7%	2.2%	1.9%	2.2%	2.1%	1.9%	2.0%	2.9%	3.0%	2.8%
QLD	5.3%	4.2%	5.0%	4.7%	4.8%	5.8%	5.5%	5.7%	6.6%	6.2%
VIC	4.3%	7.1%	6.9%	7.0%	7.8%	8.1%	7.1%	7.4%	7.5%	6.5%
NSW	6.1%	7.1%	6.9%	7.5%	8.0%	8.5%	8.7%	8.7%	9.6%	8.2%
WA	10.2%	9.7%	11.0%	13.2%	12.8%	13.9%	14.6%	13.0%	15.8%	14.7%

# A snapshot of South Australia's Container Deposit Scheme

## How does the Container Deposit Scheme work?

South Australia's container deposit legislation is contained within Part 8 Division 2 of the *Environment Protection Act 1993*.

The Environment Protection Authority (EPA) is the regulator of the scheme and ensures that the refund is made available for the person returning the empty container to the collection depot and that the empty containers are collected for recycling or reuse.

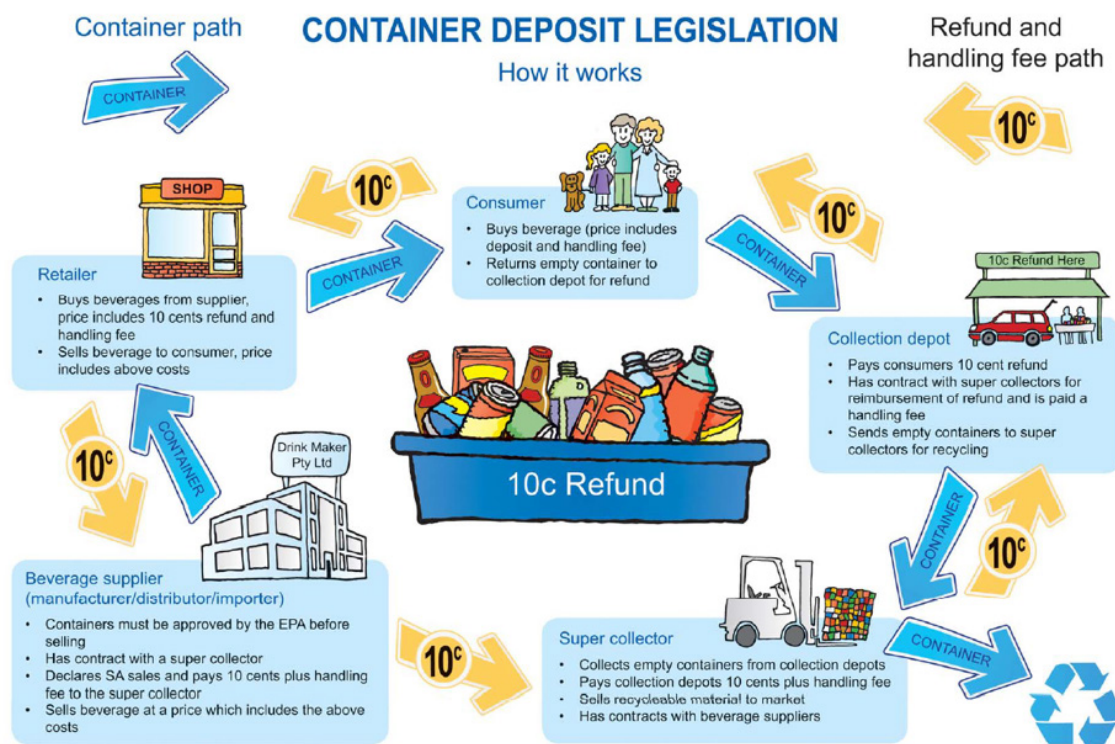
The collection and recycling process has been established by companies called 'super collectors', which enter into contractual arrangements with both collection depots and beverage suppliers.

The beverage suppliers must ensure that they have an effective waste management arrangement for the return and recovery of their containers sold in South Australia and they must ensure that their containers are recyclable.

The process ensures consumers are refunded the deposit and depots are paid for the collection and sorting service. The financial incentive provided by the ability to get a refund ensures the empty beverage containers are collected for recycling rather than littered or sent to landfill.

The scheme operates as follows:

- Beverage supplier establishes a contract with a super collector and pays a fee to cover the 10-cent refund and handling of containers to the super collector to establish a collection system to recover beverage containers sold in South Australia.
- Beverage supplier may incorporate these costs in the price of the product when selling to the retailer.
- Retailer passes these costs on to the consumer as part of the total price of the product.
- Consumer or person who has collected the empty container takes it to a depot or retailer and collects the 10-cent refund.
- Beverage containers are sorted by material type and returned to the super collector for recycling. The super collector reimburses the refund amount and pays a handling fee to the collection depot.
- Glass containers are sorted by colour and sold to a glassmaker for the manufacture of new bottles.
- Aluminium, steel, liquid paperboard and plastic containers are recycled through markets sourced by the super collector.



**FIGURE 4** South Australia Container Deposit Scheme, EPA 2017

## Which beverage containers attract a refund?

The legislation applies only to containers sold in South Australia and for which a deposit has been paid. The following is a guide of beverages [guide of beverages](#) covered:

In containers up to and including **three litres**:

- soft non-alcoholic drinks
- beers, ales and stouts
- water – plain, still or carbonated spring water, mineral water and any other water intended for human consumption
- wine-based and spirit-based beverages – any beverage that contains both wine or spirituous liquor and additional beverages or flavours. This can include (but is not limited to) fruit-flavoured wine, wine coolers, ready to drink alcoholic beverages
- most other alcoholic beverages.

In containers less than **one litre**:

- flavoured milk
- pure juice (90% or more fruit or vegetable juice).

South Australia's Australia's container deposit scheme [CDS] does not capture certain beverages and their containers — such as plain milk, wine (made from the fermentation of grapes) and spirituous liquor in glass bottles, fruit juice in containers of one litre or more, flavoured milk in containers of one litre or more, and any beverages in containers greater than three litres — because these are not generally consumed as take-away products and therefore do not usually contribute to the litter problem.

Most beverage containers not captured by the legislation can be recycled and the EPA encourages consumers to dispose of them through their council kerbside collection system or drop-off centres.

# Where to from here?

## How will your feedback be used?

A summary of feedback will be prepared and released publicly. Based on the outcomes of this consultation process, further detailed consultation with the community, business, industry and other parties will be undertaken.

The results of the consultation process will be used to inform decisions by government on options to improve the Container Deposit Scheme, including any legislative change.







## IMPROVING SOUTH AUSTRALIA'S RECYCLING MAKES CENTS

A scoping paper to review SA's container deposit scheme

Section	Comment
Purpose	
<b>Questions</b>	
1. What should be the objectives of the container deposit scheme (CDS)?	The initial intent of the container deposit legislation was to address the amount of litter that was ending up in the environment. Over time, the scheme has become a major part of the resources recovery and recycling industry. Given that waste to landfill still contains a percentage of recyclable material, the Scheme should be aiming to further increase the rate of diversion. The view that certain containers are not found in the litter stream should not be the basis for the scheme going forward. Accordingly, it is considered that the types of containers allowed within the scheme should be expanded (see response Q4).
2. How well do you think the CDS is currently achieving these objectives?	Overall the scheme has been a success in reducing beverage container litter within the environment since its introduction, as reported by KESAB (i.e. only 2.8% of litter items in South Australia).
3. Are there other aims that the scheme could achieve that should be reflected in the legislation?	No comment
4. Containers included – should more types of containers be included in the CDS and are there containers currently receiving a 10-cent refund that should be removed from the scheme?	It is noted that most beverage containers exempted by the Environment Protection Act can be recycled and the EPA encourages consumers to dispose of them through a council's kerbside collection system or drop-off centres instead of putting them into waste bins. While a high percentage of residents would correctly place these containers into the co-mingled recycling bins, there is still a percentage that end up in land fill. To further increase recycling rate, it is recommended that the CDS allow for additional containers currently exempted (i.e. glass wine and liquor containers – s66 of the Act). Wine Bottles should be included in the Scheme for two reasons – volume of the product, and the fact that when placed in recycling bins, they often smash before the end of the collection cycle, impacting on other products in the load (such as cardboard). With the recent tightening of requirements, this is even more important. A lot of the items that end in landfill which are recyclable are due to either lack of knowledge or laziness. Money may assist the change of habits.
5. Banning of containers – should the scheme ban the sale of beverage	The legislation should ban the sale of containers made of liquid packaging board (i.e. UHT, Tetra Pak Containers), flexible plastic

containers that present challenges for recycling?	<p>or aluminium foil packaging (i.e. spout pouch bag) given that their structure render them non-recyclable.</p> <p>In addition, the 'sleeves' that contain the product name etc. should be banned. Where ever possible, beverage containers should minimise the number of different raw material components used in the packaging, thereby reducing the need to separate the materials for recycling.</p>
6. Governance arrangements – should the review consider how collection depots and supercollectors operate?	Potentially, if a uniform system of operation is desired. It could give opportunity to identify 'best practice' models of both depot operations and supercollectors that could then become the standard. This could help reduce costs and ensure a sustainable model. There is a risk of then creating an overcomplicated system.
7. Marking of containers – is there a need to modernise how containers are marked to display the 10-cent refund?	While not seen as a huge concern, there is potential to make eligible containers more identifiable than they are currently. Given the variety of packaging shapes and sizes, it may be difficult to develop a consistent identifiable branding. Generally people know what they are looking for at present. Retailers should have input in this conversation as changing the logo will mean changing the packaging. Making it colour could increase the production costs for retailers.
8. Payment of deposit – is there another way that you would like refunds to be paid?	Could an electronic system be introduced similar to the Medicare rebate where the funds can be deposited via an EFTPOS terminal. The depot staff could enter the required amount into the terminal and the person receiving the refund could swipe their card and enter their pin to accept.
9. Ease of returning containers – how difficult is it to return your containers for a refund? Are current recycling depots adequate in terms of how many there are and where they are?	<p>The State Government should look into 'Return and Earn' reverse vending machines, as introduced by the NSW Government, to increase community access to recycling facilities.</p> <p>Rural areas may not have sufficient access to recycling depots for ease of use and some areas do not have weekend facilities available.</p>
10. Dispute resolution – should the review consider options to improve the process of dispute resolution between industry parties in the scheme?	No comment
11. Compliance – are there opportunities for improvements in the administration and enforcement of the scheme?	No comment
12. Monitoring and information – is there	No comment

sufficient and transparent information in the current scheme, for example audit needs?	
13. Should the refund amount be revised?	The refund amount could be reviewed based on beverage container return rates and the percentage of CDS items in the litter streams. At this stage, it is considered that there is no need for the refund to be increased. Rather, the scheme should be expanded to cover items currently excluded such as wine bottles
14. What research do you think is required to inform the CDS review?	The Northern Territory have achieved similar percentages of CDS items in the litter stream since 2012-2013 which is when they introduced the scheme. What factors have led to this success?
15. Are there parts of the scheme that are working really well and you think should not be considered for change as part of the review?	No comment
16. How would you like to be part of the CDS review conversation in the future?	No comment
Overview	No comment
A snapshot of South Australia's Container Deposit Scheme	
How does the Container Deposit Scheme work?	No comment
Which beverage containers attract a refund?	No comment

# COVER SHEET

## CONFIDENTIAL REPORT

**19 Februray 2019**

**Council Meeting**

### **8.1 WORKS AND ENGINEERING SERVICES - CONFIDENTIAL**

#### **8.1.1**

#### **BAROSSA REGIONAL PROCUREMENT GROUP – TENDER - PROVISION OF NEW SURFACING WORKS AND RESURFACING OF SEALED ROADS – BRPG 006/2018 B8128 18/86728**

The matter of the agenda item being a tender to carry out works pursuant to Section 90(3)(k) of the Local Government Act 1999 ("the Act") being information that must be considered in confidence in order to ensure that commercial in confidence information is not divulged and Council does not disclose information which may prejudice the outcome of the tender or future tenders.

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 reasons that receipt, consideration or discussion of the information or matter in a meeting open to the public would be contract to the public interest are that:-

- The disclosure would unreasonably expose commercial in confidence information provided by tenderers through the tender process and the Council report, attachments, and associated document; and
- The disclosure would give an unfair advantage to a person with whom Council proposes to do business.

On balance, the above reasons which support the need for confidentiality pursuant to Section 90(2) of the Act outweigh 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 an order be made that the public be excluded from the meeting with the exception of the Chief Executive Officer, Director Development and Environmental Services, Director Works and Engineering Services, Director Corporate and Community Services and the Minute Secretary, in order to consider in confidence a report relating to Section 90(3)(k) of the Local Government Act 1999 relating to the receiving, reviewing and assessing of tenders for the provision of new surfacing works and resurfacing of sealed roads, being information that must be considered in confidence in order to ensure that Council does not disclose information relating to tenders for the supply of goods, the provision of services or the carrying out of works; 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 to prevent the unreasonable exposure of commercial in confidence information provided by tenderers through the tender process and the Council report, attachments and associated documents and to prevent an unfair advantage to a person with whom Council proposes to do business.

# COVER SHEET

## CONFIDENTIAL REPORT

19 February 2019

Council Meeting

### 8.2 CORPORATE AND COMMUNITY SERVICES - CONFIDENTIAL

#### 8.2.1

##### ANGASTON RAILWAY STATION BUILDING – EXPRESSION OF INTEREST

The matter of the agenda item being commercial information of a confidential nature pursuant to Section 90(3)(d) of the Local Government Act 1999 ("the Act") being information that must be considered in confidence in order to ensure that commercial in confidence information does not prejudice the commercial position of the person who supplied the information.

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 reasons that receipt, consideration or discussion of the information or matter in a meeting open to the public would be contract to the public interest are that:-

- The disclosure would unreasonably expose commercial in confidence information provided by registrants through the expression of interest process and the Council report, attachments, and associated documents; and
- The disclosure could prejudice the commercial position of a person with whom Council proposes to do business.

On balance, the above reasons which support the need for confidentiality pursuant to Section 90(2) of the Act outweigh 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 an order be made 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 Services, Manager Community Projects 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 the receiving, reviewing and assessing of *Angaston Railway Station Building – Expression of Interest* being information that must be considered in confidence in order to ensure that commercial in confidence information does not prejudice the commercial position of the person who supplied the information; 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 to prevent the unreasonable exposure of commercial in confidence information provided by registrants through the expression of interest process and the Council report, attachments and associated documents and to prevent prejudicing the commercial position of a person with whom Council proposes to do business.

CONFIDENTIAL