



NOTICE

of

SERVICES COMMITTEE MEETING

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

TO BE HELD IN

**COUNCIL CHAMBERS
PLAYFORD CIVIC CENTRE
10 PLAYFORD BOULEVARD, ELIZABETH**

ON

TUESDAY, 18 JUNE 2019 AT 7:00PM

A handwritten signature in blue ink, appearing to read "S Green".

**SAM GREEN
ACTING CHIEF EXECUTIVE OFFICER**

Issue Date: Thursday, 13 June 2019

MEMBERSHIP

PRESIDING MEMBER – CR ANDREW CRAIG

| | | |
|------------------------|---------------------|--------------------|
| Cr Akram Arifi | Cr Marilyn Baker | Cr Stephen Coppins |
| Cr Andrew Craig | Cr Veronica Gossink | Cr Shirley Halls |
| Cr David Kerrison | Cr Clint Marsh | Cr Misty Norris |
| Cr Jane Onuzans | Cr Peter Rentoulis | Cr Dennis Ryan |
| Cr Gay Smallwood-Smith | Cr Katrina Stroet | Cr Cathy-Jo Tame |

CITY OF PLAYFORD STRATEGIC PLAN

| 1. Smart Service Delivery Program | |
|---|---|
| <p>This program is about continuing to provide for the changing needs and expectations of our diverse community, delivering the services they require. It means making the most of our community's existing strengths, talents and diversity, and working smarter to connect our community with each other to contribute to overall wellbeing and the economic life of the City.</p> | <p><i>Outcomes</i></p> <ul style="list-style-type: none"> 1.1 High quality services and amenities 1.2 Improved service delivery 1.3 Working smarter with our community 1.4 Enhanced City presentation, community pride and reputation |
| 2. Smart Living Program | |
| <p>This program is about Council playing its part to make the City more liveable and connected. As our older suburbs age and our population and urban footprint expands, we will find innovative ways to renew and 'future proof' the liveability of our neighbourhoods. It also means ensuring our community has access to smart technologies.</p> | <p><i>Outcomes</i></p> <ul style="list-style-type: none"> 2.1 Smart development and urban renewal 2.2 Enhanced City presentation, community pride and reputation 2.3 Liveable neighbourhoods |
| 3. Smart Jobs & Education Program | |
| <p>This program is about Council leading by example and advocating to other organisations to support the diversification of our local economy and improve the employment prospects for our community. This includes providing the right environment for investment and business attraction and connecting our community up with the right skills and education for the transitioning economy.</p> | <p><i>Outcomes</i></p> <ul style="list-style-type: none"> 3.1 Growth and diversification of local jobs matched with relevant education and training 3.2 Commercial and industrial growth 3.3 Sustainable economic transformation 3.4 International market connections |
| 4. Smart CBD Program | |
| <p>This program relates to Council's long term strategy for the redevelopment and expansion of the Elizabeth Regional Centre. In the longer term Elizabeth can expect to be home to a number of facilities and services such as hospitals, a university, significant retail services, medium to high density commercial offices, peak business organisations and high density housing.</p> | <p><i>Outcomes</i></p> <ul style="list-style-type: none"> 4.1 Expanded range of local services 4.2 Growth and diversification of local jobs in the CBD 4.3 Greater housing choice 4.4 Increased social connections 4.5 Commercial growth |
| 5. Smart Sport Program | |
| <p>This program is about Council's long term vision to create the Playford City Sports Precinct providing local community, state and national level sporting facilities. It will create a focus on healthy communities and promote greater participation in sport and physical activity. It will also support the renewal of adjoining suburbs.</p> | <p><i>Outcomes</i></p> <ul style="list-style-type: none"> 5.1 Enhanced community pride and reputation 5.2 Healthy and socially connected community 5.3 Access to elite sporting facilities |
| 6. Smart Health | |
| <p>In the longer term the Playford will see expansion of the area around the Lyell McEwin Hospital into a key precinct with tertiary training, research, allied health facilities and residential accommodation. It will have potential links to advanced manufacturing in assistive devices in health, aged and disability. This program is about raising the profile and amenity of the precinct and facilitating new investment.</p> | <p><i>Outcomes</i></p> <ul style="list-style-type: none"> 6.1 Access to quality, local health services 6.2 Increased employment opportunities in health, disability and aged sectors |



SERVICES COMMITTEE CHARTER

1 Role

1.1 The Committee's role is to:

- 1.1.1 Act in an advisory capacity to the Council regarding all high level operations.
- 1.1.2 Monitor the Operational performance of the Council as it relates to the delivery of services to standards.

2 Terms of Reference

2.1 The Committee's terms of reference are to consider all matters relating to the:

- 2.1.1 Review and develop operational aspects of Council business.
- 2.1.2 Review and develop the delivery of Council services.
- 2.1.3 Review and develop Council service standards assessed against community need.
- 2.1.4 Review and approve relevant policies where delegation permits.
- 2.1.5 To consider on a regular basis reports on the performance of the Council.

3 Definitions

Act for the purpose of this policy means the *Local Government Act 1999*.

Chief Executive Officer (CEO) means the Chief Executive Officer of a council and includes a deputy or other person acting in the officer of Chief Executive Officer.

Committee includes Section 41 Committees, other Committees and Panels established by Council.

Elected Member means the principal member or a councillor of the Council

Executive Officer is a staff member appointed by the Chief Executive Officer to support a Section 41 Committee, other committee or advisory group.

Independent Members are members on a committee or panel who are not elected but have been appointed by the Council to undertake a similar role as Councillors on Council's Section 41 Committees or the Council Development Assessment Panel. They are external appointees.

Mayor is the person elected as the Principal Member of the Council to represent the local government area as a whole.

Staff includes Council staff, contractors, volunteers and all others who perform work on behalf of Council.

4 Delegations

4.1 The Committee has delegation for the following:

4.1.1 Approve Committee's Minutes as a true and accurate record of proceedings.

4.1.2 Develop and approve the Committee's Work Plan.

4.1.3 Appoint a Presiding Member from within the Committee.

4.1.4 Consider and provide a response to LGA Circulars, or other business of an operational nature, in line with the Committee's role.

4.1.5 Consider and approve relevant policies submitted to the Committee in line with the Committee's Role and Terms of Reference. Nothing in this clause prevents the Committee from referring the policy to Council for consideration.

4.1.6 The Committee has the power pursuant to Section 87 (1) of the Act to determine the months of the year that the Committee meets.

4.2 Any other business referred to the Committee in accordance with its Role and Terms of Reference, or where the Committee does not hold the delegated authority, this business may be debated with a recommendation referred to the next Ordinary Council Meeting for consideration.

4.3 The Executive Officer in consultation with the Presiding Member may approve a deputation request for business that falls in-line with the Committee's Role and Terms of Reference. The Committee may resolve to seek further information on the business of a deputation, although no further resolution may be passed for the business of a deputation at the meeting the deputation was provided.

4.4 Petitions are not delegated to the Committee and are only to be presented to Council.

5 Meetings

5.1 The Committee Meeting will be held on the 3rd Tuesday of the month, starting at 7:00pm, with the months of the year to be determined and reviewed by the Committee.

5.2 The Committee Meeting will be held in Council Chambers at the Playford Civic Centre, 10 Playford Boulevard, Elizabeth, unless otherwise determined by the Committee prior to the meeting.

5.3 Committee Meetings may be called, amended or cancelled by the Committee's Executive Officer of the Committee, in consultation with the Presiding Member.

5.4 The agenda will be prepared and distributed to all Committee Members on the Thursday prior to the meeting, with the preference being to distribute electronically.

5.5 Special Meetings of the Committee may be necessary from time to time and may be called in accordance with Section 82 of the Local Government Act 1999. Notice of a Special Committee Meeting may be at a minimum of four (4) hours notice, due to the urgency of the matters on the agenda.

6 Membership

6.1 The Committee shall comprise the Mayor and all Elected Members.

6.2 The Presiding Member will be determined by the Committee.

6.3 The Term of the Presiding Member will be one (1) year, after which they may stand for re-election.

6.4 The term of the Council Committee Members' appointment will be for a period not exceeding the next General Election.

7 Role of the Presiding Member

7.1 Oversee the conduct of Committee Meetings in accordance with the Local Government Act 1999 and Code of Practice for Council, Special and Committee Meetings.

7.2 Ensure all Committee Members have the opportunity to participate in debate and discussions in an open and encouraging manner.

7.3 Where a matter has been debated significantly and no new information is being discussed the Presiding Member may call the meeting to order and ask for the debate to be finalised and a motion be put forward.

8 Role of Committee Members

8.1 Actively participate in debate and discussion in a professional manner at all times.

8.2 Ensure the Member is prepared and informed of meeting matters prior to the meeting.

8.3 Utilise the skills and experience of the Committee Members to effectively carry out the Committee's role.

9 Role of the Executive Officer and Administrative Support

9.1 The Executive Officer is appointed by the CEO to support the administration and operation of the Committee.

9.2 The Executive Officer and relevant staff may provide advice during the meeting in order to aid informed decision making.

9.3 The Committee is appointed a Minute Taker.

10 Reporting and Review

10.1 Council will assess the on-going role and effectiveness of the Committee as part of the Committee Review following a General Election or as required by Council.

- 10.2** As determined by the Committee, it may communicate with Elected Members and staff on issues of importance to the Council. This communication may be delivered by the Presiding Member or Executive Officer in the form of a presentation to Elected Members, a communiqué, a written memo or a report to Council.

11 Supporting Documentation

- [Local Government Act 1999](#)
- [Code of Practice for Council and Committee Meetings](#)
- [Code of Practice for Public Access to Meetings and Associated Meeting Documents](#)
- [Code of Conduct for Council Members](#)

12 Approval and Change History

| Approval Date | Approval by | Change |
|---------------|-----------------------------|---|
| 27 Nov 2012 | Council Resolution | Scheduled review. |
| 16 Dec 2014 | Council Resolution No. 2008 | Alignment to Council Elections 2014, Name change from Assets & Services to Services Committee, change to common format, meeting day changed to second Tuesday of month and other minor amendments |
| 28 Jun 2016 | Council Resolution No. 2604 | Template & Committee Structure Review |
| 18 Dec 2018 | Council Resolution No. 3362 | Alignment to Council Elections 2018 and the inclusion of clause 2.1.5 Terminology changed – Council Member replaced with Elected Member Definition of Elected Member updated Committee now delegated to determine meeting schedule |

**City of Playford
Services Committee Meeting**

AGENDA
TUESDAY, 18 JUNE 2019 AT 7:00PM

1 ATTENDANCE RECORD

- 1.1 Present
- 1.2 Apologies
- 1.3 Not Present

2 CONFIRMATION OF MINUTES

RECOMMENDATION

The Minutes of the Services Committee Meeting held 21 May 2019 be confirmed as a true and accurate record of proceedings.

3 DECLARATIONS OF INTEREST

4 DEPUTATION / REPRESENTATIONS

Nil

5 STAFF REPORTS

Matters to be considered by the Committee and referred to Council

Matters which cannot be delegated to a Committee or Staff.

- 5.1 Amendment to Delegations Register (Attachments) 10
- 5.2 Enforcement Policy (Briefing) (Attachment) 48
- 5.3 NAWMA Budget and Service Agreement for 2019/20 (Attachments)..... 59
- 5.4 City of Playford Coat of Arms (Crest) (Attachments)..... 105

6 INFORMAL DISCUSSION

- 6.1 City Operations Culture Umbrella Initiative 113

7 INFORMAL ACTIONS

8 COMMITTEE WORKPLAN

- 8.1 Services Committee Work Plan (Attachment) 115

9 CONFIDENTIAL MATTERS

9.1 Hortex Licence Agreement (Attachment) 118
9.2 Rate Rebate Report (Attachments)..... 121

10 CLOSURE

STAFF REPORTS

MATTERS TO BE CONSIDERED BY THE COMMITTEE AND REFERRED TO COUNCIL

***Matters which cannot be
delegated to a Committee or
Staff.***

5.1 AMENDMENT TO DELEGATIONS REGISTER

Responsible Executive Manager : Mr Greg Pattinson

Report Author : Mr Aaron Galanti

Delegated Authority : Matters which cannot be delegated to a Committee or Staff.

Attachments :

- 1↓. Liquor Licensing Act 1997 - Amendments to Instrument of Delegation
- 2↓. Local Government Act 1999 - Amendments to Instrument of Delegation
- 3↓. Development Act 1993 - Amendments to Instrument of Delegation
- 4↓. Instrument of Delegation to the Strategic Planning Committee
- 5↓. Strategic Planning Committee Charter

PURPOSE

The purpose of this report is for Council to consider recent updates to the *Liquor Licensing Act 1997*, *Local Government Act 1999* and *Development Act 1993* delegation templates, and to confirm delegations to the Strategic Planning Committee.

STAFF RECOMMENDATION

1. Delegations made under the *Local Government Act 1999*

1.1 In exercise of the powers contained in Section 44 of the *Local Government Act 1999*, the powers and functions under the following Acts contained in the proposed Instrument of Delegation (Attachments 1 and 2) are hereby delegated on 25 June 2019 to the person occupying the office of **Chief Executive Officer** of the Council, subject to the Conditions and Limitations contained in the proposed Instrument of Delegation:

1.1.1 *Liquor Licensing Act 1997* (Attachment 1)

1.1.2 *Local Government Act 1999* (Attachment 2)

1.2 Such powers and functions may be further delegated by the **Chief Executive Officer** in accordance with Sections 44 and 101 of the *Local Government Act 1999* as the Chief Executive Officer sees fit, unless otherwise indicated in the Schedule of Conditions and Limitations contained in each such proposed Instrument of Delegation.

1.3 In exercise of the power contained in Section 44 of the *Local Government Act 1999* the powers and functions under the following Acts contained in the proposed Instrument of Delegation (Attachment 4) are hereby delegated on 25 June 2019 to the Strategic Planning Committee, subject to the Schedule of Conditions and Limitations.

1.3.1 *Local Government Act 1999*

1.3.2 *Planning, Development and Infrastructure Act 2016*

2 Delegations made under *Development Act 1993*

2.1 In exercise of the powers contained in Section 20 and 34(23) of the *Development Act 1993*, the powers and functions under the *Development Act 1993* and the *Development Regulations 2008* contained in the proposed Instrument of Delegation

(Attachment 3) are hereby delegated on 25 June 2019 to the person occupying the office of **Chief Executive Officer** of the Council, subject to the Schedule of Conditions and Limitations contained in the proposed Instrument of Delegation under the *Development Act 1993*.

2.2 Such powers and functions may be further delegated by the Chief Executive Officer as the Chief Executive Officer sees fit and in accordance with the relevant legislation unless otherwise indicated in the Schedule of Conditions and Limitations contained in the proposed Instrument of Delegation under the *Development Act 1993*.

2.3 In exercise of the powers contained in Section 20 of the *Development Act 1993*, the powers and functions under the *Development Act 1993* and the *Development Regulations 2008* contained in the proposed Instrument of Delegation (Attachment 4) are hereby delegated on 25 June 2019 to the Strategic Planning Committee, subject to the Schedule of Conditions and Limitations contained in the proposed Instrument of Delegation.

3 That the Instruments of Delegation marked Attachments 1, 2, 3 and 4 be included into the Delegations Register endorsed by Council 25 June 2019.

EXECUTIVE SUMMARY

A review of delegations is required to be undertaken by Council in accordance with Section 44(6) of the *Local Government Act 1999* where there have been changes to relevant legislation, as well as items that missed the deadline for the Annual Review of Delegations. Amendments to the Delegations Register cannot be delegated to the Chief Executive Officer. Legislative changes to the *Liquor Licensing Act 1997*, *Local Government Act 1999*, and *Development Act 1993* require Council's Delegations Register to be amended.

The Strategic Planning Committee requires delegations from Council in order to undertake its role and in accordance with their Terms of References as stipulated in their respective Charter. Delegations for the Strategic Planning Committee have been determined to align to the Charter as endorsed by Council in December 2018. This report provides Council with the delegations for their review and endorsement.

1. BACKGROUND

On 23 April 2019 Council endorsed the Delegations Register (Resolution 3530) in its Annual Review of Delegations, required under section 44(6) of the *Local Government Act 1999*. The annual review entailed the review of delegations to the CEO and Council Assessment Panel (CAP). This review (June 2019) requires Council to delegate new and amended provisions to the Chief Executive Officer where Council deems appropriate, and to also ensure appropriate delegations are given to the Strategic Planning Committee. The Strategic Planning Committee was resolved by Council to be re-established in December 2018 (Council Resolution 3361) and requires the necessary delegations to undertake its role as stipulated in the Committee Charter (Attachment 5).

2. RELEVANCE TO STRATEGIC PLAN

1: Smart Service Delivery Program

Outcome 1.2 Improved service delivery

This report links to Council's Smart Service Delivery Program as it requires Council to undertake its legislative requirement of reviewing delegations, allowing the Strategic Planning

Committee to be provided up to date delegations to undertake its role as required. This in turn allows the Committee to provide improved service delivery to the community, internal and external stakeholders, and Council.

3. PUBLIC CONSULTATION

There is no requirement to consult the public on this matter.

4. DISCUSSION

4.1 Amendments to the Delegations to the CEO

- 4.1.1 City of Playford uses the Local Government Association (LGA) Instrument of Delegation templates to develop and review Council's delegations. There have been amendments to some of these templates following Council's Annual Review of Delegations (April 2019), meaning that Council's Delegations Register is required to be amended to reflect the changes.
- 4.1.2 The amended Instruments of Delegation templates included in this review relate to the *Liquor Licensing Act 1997*, *Local Government Act 1999* and *Development Act 1993*. The amendments are as follows:
- 4.1.2.1 ***Liquor Licensing Act 1997***: There have been seven (7) additions to the Instrument of Sub-Delegation template provided by the LGA under this Act (Attachment 1). The additional provisions relate to Sections 128E(1), 128E(2), 128F, 128H(3), 128H(5), 128H(6), and 128H(7). These provisions provide delegations in regards to the preparation of draft local liquor accords, terms of local liquor accords, and the approval of local liquor accords. It is recommended that the additions to this Instrument of Delegation are delegated to the Chief Executive Officer who can then further sub-delegate powers to administration to meet operational requirements under these provisions.
- 4.1.2.2 ***Local Government Act 1999***: Four (4) additions have been made to the Local Government Act 1999 Instrument of Delegation template (Attachment 2). These additions relate to the additions of Section 28(1) [in place of Section 28(6)], Section 28(3) [in place of 28(23)(f) and (g)], Section 31(2), and Section 31(10). The new provisions relate to the Commission to receive proposals for the making of a proclamation under Chapter 3 of the Act, and inquiries for general proposals under Section 31 of the Act. It is recommended that the new provisions in this Instrument of Delegation are delegated to the Chief Executive Officer who can then further sub-delegate powers to administration to meet operational requirements under these provisions.
- 4.1.2.3 ***Development Act 1993***: Under this Instrument there is an addition to Item 104.5 under Regulation 101(5) (Attachment 3). This provision relates to documents to be preserved by Council, and in particular, when not to make available any plans, drawings specifications or other information documentation. It is recommended that the addition to this provision is delegated to the Chief Executive Officer who can then further sub-delegate powers to administration to meet operational requirements under this provision.

- 4.1.3 On 23 April 2019, Council undertook its legislatively required Annual Review of Delegations. This process involved Senior Managers reviewing delegations that relate to their teams and provided their suggestions, forming the report to Council. There was one suggested amendment that was identified following the finalisation of the April Ordinary Council Agenda and is now being brought forward to Council for inclusion in the Delegations Register. This amendment is in relation to the Conditions/Limitations for Item 8.1 under Section 37(b) of the *Local Government Act 1999*. The current Conditions/Limitations reads:

Able to authorise staff to approve expenditure and purchase goods/service within Council policies and approved budgets.

It has been identified that the addition of the following to the above Conditions/Limitations be included:

Refer to separate Limit of Authority Schedule maintained by Finance.

This amendment aims to provide greater clarity and additional information to assist in the undertaking of this delegation. The amendment is included in Attachment 2 for Council's consideration.

4.2 Delegation to the Strategic Planning Committee

- 4.2.1 Under Section 44(2) of the *Local Government Act 1999* Council may delegate to a council committee. This enables committees to exercise certain powers and functions as defined by their role and terms of reference contained within their respective charters.
- 4.2.2 The Strategic Planning Committee is legislatively required under Section 101A of the *Development Act 1993* and the role of the Committee is to:
- 4.2.2.1 Act in an advisory capacity to the Council regarding all high level strategy.
- 4.2.2.2 Act as per the requirements legislated by the *Development Act 1993*.
- 4.2.2.3 Monitor the performance of the Council.
- 4.2.3 The Committee's Terms of Reference are included in the Committee's Charter which has been attached to this report (Attachment 5). The Committee's Terms of Reference are to consider all matters relating to Council's strategic planning and performance.
- 4.2.4 The Committee's Charter also states the delegations of the Committee. This report focuses on reviewing the legislative delegations stated in the Charter to allow the opportunity for any additions or removals to be made. Current legislative delegations stated in the Charter relate to:
- 4.2.4.1 Appointing a Presiding Member from within the Committee.
- 4.2.4.2 Determining the months of the year that the Committee meets.
- 4.2.4.3 Determining all matters relating to Development Plan Amendments and Strategic Directions Reports as required by Sections 25, 26 and 30 of the *Development Act 1993*.

- 4.2.5 Attachment 4 outlines the legislative delegations for the Strategic Planning Committee requiring Council's review. This includes delegations under the *Development Act 1993*, *Planning, Development and Infrastructure Act 2016*, and *Local Government Act 1999* in order to undertake their role and terms of references as stated in 4.2.1 and 4.2.2.

5. OPTIONS

Recommendation

1. Delegations made under the *Local Government Act 1999*

- 1.1 In exercise of the powers contained in Section 44 of the *Local Government Act 1999*, the powers and functions under the following Acts contained in the proposed Instrument of Delegation (Attachments 1 and 2) are hereby delegated on 25 June 2019 to the person occupying the office of **Chief Executive Officer** of the Council, subject to the Conditions and Limitations contained in the proposed Instrument of Delegation:

- 1.1.1 *Liquor Licensing Act 1997* (Attachment 1)
- 1.1.2 *Local Government Act 1999* (Attachment 2)

- 1.2 Such powers and functions may be further delegated by the **Chief Executive Officer** in accordance with Sections 44 and 101 of the *Local Government Act 1999* as the Chief Executive Officer sees fit, unless otherwise indicated in the Schedule of Conditions and Limitations contained in each such proposed Instrument of Delegation.

- 1.3 In exercise of the power contained in Section 44 of the *Local Government Act 1999* the powers and functions under the following Acts contained in the proposed Instrument of Delegation (Attachment 4) are hereby delegated on 25 June 2019 to the Strategic Planning Committee, subject to the Schedule of Conditions and Limitations.

- 1.3.1 *Local Government Act 1999*
- 1.3.2 *Planning, Development and Infrastructure Act 2016*

2 Delegations made under *Development Act 1993*

- 2.1 In exercise of the powers contained in Section 20 and 34(23) of the *Development Act 1993*, the powers and functions under the *Development Act 1993* and the *Development Regulations 2008* contained in the proposed Instrument of Delegation (Attachment 3) are hereby delegated on 25 June 2019 to the person occupying the office of **Chief Executive Officer** of the Council, subject to the Schedule of Conditions and Limitations contained in the proposed Instrument of Delegation under the *Development Act 1993*.

- 2.2 Such powers and functions may be further delegated by the Chief Executive Officer as the Chief Executive Officer sees fit and in accordance with the relevant legislation unless otherwise indicated in the Schedule of Conditions and Limitations contained in the proposed Instrument of Delegation under the *Development Act 1993*.

- 2.3 In exercise of the powers contained in Section 20 of the *Development Act 1993*, the powers and functions under the *Development Act 1993* and the *Development Regulations 2008* contained in the proposed Instrument of Delegation (Attachment 4) are hereby delegated on 25 June 2019 to the Strategic Planning Committee, subject to the Schedule of Conditions and Limitations contained in the proposed Instrument of Delegation.

- 3 That the Instruments of Delegation marked Attachments 1, 2, 3 and 4 be included into the Delegations Register endorsed by Council 25 June 2019.

Option 2

1. Delegations made under the *Local Government Act 1999*

- 1.1 In exercise of the powers contained in Section 44 of the *Local Government Act 1999*, the powers and functions under the following Acts contained in the proposed Instrument of Delegation (Attachments 1 and 2) are hereby delegated on 25 June 2019 to the person occupying the office of **Chief Executive Officer** of the Council, subject to the Conditions and Limitations contained in the proposed Instrument of Delegation:

- 1.1.1 *Liquor Licensing Act 1997* (Attachment 1)
- 1.1.2 *Local Government Act 1999* (Attachment 2)

- 1.2 Such powers and functions may be further delegated by the **Chief Executive Officer** in accordance with Sections 44 and 101 of the *Local Government Act 1999* as the Chief Executive Officer sees fit, unless otherwise indicated in the Schedule of Conditions and Limitations contained in each such proposed Instrument of Delegation.

- 1.3 In exercise of the power contained in Section 44 of the *Local Government Act 1999* the powers and functions under the following Acts contained in the proposed Instrument of Delegation (Attachment 4) are hereby delegated on 25 June 2019 to the Strategic Planning Committee, subject to the Schedule of Conditions and Limitations.

- 1.3.1 *Local Government Act 1999*
- 1.3.2 *Planning, Development and Infrastructure Act 2016*

2 Delegations made under *Development Act 1993*

- 2.1 In exercise of the powers contained in Section 20 and 34(23) of the *Development Act 1993*, the powers and functions under the *Development Act 1993* and the *Development Regulations 2008* contained in the proposed Instrument of Delegation (Attachment 3) are hereby delegated on 25 June 2019 to the person occupying the office of **Chief Executive Officer** of the Council, subject to the Schedule of Conditions and Limitations contained in the proposed Instrument of Delegation under the *Development Act 1993*.

- 2.2 Such powers and functions may be further delegated by the Chief Executive Officer as the Chief Executive Officer sees fit and in accordance with the relevant legislation unless otherwise indicated in the Schedule of Conditions and Limitations contained in the proposed Instrument of Delegation under the *Development Act 1993*.

- 2.3 In exercise of the powers contained in Section 20 of the *Development Act 1993*, the powers and functions under the *Development Act 1993* and the *Development Regulations 2008* contained in the proposed Instrument of Delegation (Attachment 4) are hereby delegated on 25 June 2019 to the Strategic Planning Committee, subject to the Schedule of Conditions and Limitations contained in the proposed Instrument of Delegation.

- 3 That the Instruments of Delegation marked Attachments 1, 2, 3 and 4 be included into the Delegations Register endorsed by Council 25 June 2019.

With the following amendments:

- *Liquor Licensing Act 1997* (Attachment 1), Item (X) Delegated _____
- *Local Government Act 1999* (Attachment 2), Item (X) Delegated _____
- *Development Act 1993* (Attachment 3), Item (X) Delegated _____
- *Local Government Act 1999* (Attachment 4), Item (X) Delegated _____
- *Development Act 1993* (Attachment 4), Item (X) Delegated _____

6. ANALYSIS OF OPTIONS

6.1 Recommendation Analysis

6.1.1 Analysis & Implications of the Recommendation

Endorsement of the recommendation ensures Council has considered and reviewed the revised delegations in accordance with Section 44(6) of the *Local Government Act 1999* and is up to date with recent changes to legislation. Amending the “Delegations Register” (endorsed 23 April 2019) ensures the Chief Executive Officer has appropriate delegations and can further sub-delegate to the administration of Council; providing staff appropriate powers to undertake work in accordance with legislation and deliver services to the community.

Delegations to the Strategic Planning Committee have also been reviewed by Senior Management and the Executive Officer to ensure that the Committee has the necessary delegations to undertake its role in accordance with the Terms of Reference stipulated in its Charter.

6.1.2 Financial Implications

There are no financial or resource implications specifically arising from the amendment to delegations.

6.2 Option 2 Analysis

6.2.1 Analysis & Implications of Option 2

This option provides Council the ability to adopt changes to the “Delegations Register” (endorsed 23 April 2019) with amendments as deemed appropriate. Consideration of legislative requirements must be given to any amendments to specific provisions under the relevant Act and any provisions that are not delegated to the Chief Executive Officer or Strategic Planning Committee must be brought before Council for decision.

6.2.2 Financial Implications

It is unlikely that there will be financial or resource implications with a varied resolution.

LEGISLATIVE CHANGES AND UPDATES – DELEGATIONS REGISTER

Liquor Licensing Act 1997

The following table outlines new provisions in the Delegations Register under the Liquor Licensing Act 1997.

| <i>Liquor Licensing Act 1997– New Provisions</i> | | |
|--|--|-----------------------------------|
| Section | Item Delegated | Conditions and Limitations |
| s128E(1) | 5A Preparation of Draft Local Liquor Accords 5A.1 The power pursuant to Section 128E(1) of the Act to prepare a draft local liquor accord and give it to the Commissioner for approval. | |
| s128E(2) | 5A Preparation of Draft Local Liquor Accords 5A.2 The power pursuant to Section 128E(2) of the Act to include in a draft local liquor accord the following details: 5A.2.1 the name of each party to the draft; 5A.2.2 the name and address of the coordinator for the local liquor accord (being a party to the draft or a representative of a party to the draft); 5A.2.3 the proposed accord area; 5A.2.4 any other details prescribed by the regulations. | |
| s128F | 5B Terms of Local Liquor Accords 5B.1 The power pursuant to Section 128F of the Act to, in a local liquor accord, make provision for or with respect to authorising or requiring any licensees who are parties to it to do one or more of the following: 5B.1.1 to cease or restrict either or both of the following on their licensed premises: 5B.1.1.1 the sale of liquor on those premises (including the sale of liquor for consumption off | |

| Liquor Licensing Act 1997– New Provisions | | |
|--|--|-----------------------------------|
| Section | Item Delegated | Conditions and Limitations |
| | <p>premises);</p> <p><u>5B.1.1.2 allowing the consumption of liquor on those premises;</u></p> <p><u>5B.1.2 to restrict the public's access to the licensed premises in the manner and to the extent provided by the local liquor accord;</u></p> <p><u>5B.1.3 to take any other measure prescribed by the regulations as a measure that may be taken to prevent or reduce alcohol-related violence.</u></p> | |
| <u>s128H(3)</u> | <p><u>5C Approval of Local Liquor Accords</u></p> <p><u>5C.1 The power pursuant to Section 128H(3) of the Act to apply to the Commissioner to vary the accord (including the accord area).</u></p> | |
| <u>s128H(5)</u> | <p><u>5C Approval of Local Liquor Accords</u></p> <p><u>5C.2 The power pursuant to Section 128H(5) of the Act to give to the Commissioner a written request for the Council to be removed or added as a party to the local liquor accord.</u></p> | |
| <u>s128H(6)</u> | <p><u>5C Approval of Local Liquor Accords</u></p> <p><u>5C.3 The power pursuant to Section 128H(6) of the Act to apply to the Commissioner to terminate a local liquor accord where the Council is the coordinator.</u></p> | |
| <u>s128H(7)</u> | <p><u>5C Approval of Local Liquor Accords</u></p> <p><u>5C.4 The power pursuant to Section 128H(7) of the Act to:</u></p> <p><u>5C.4.1 only make an application under Section 128H(6) of the Act as coordinator with the consent of the parties to the local liquor accord; or</u></p> <p><u>5C.4.2 consent as a party to a local liquor accord to the coordinator making an application</u></p> | |

| <i>Liquor Licensing Act 1997– New Provisions</i> | | |
|--|--|-----------------------------------|
| Section | Item Delegated | Conditions and Limitations |
| | <u>under Section 128H(6) of the Act.</u> | |

LEGISLATIVE CHANGES AND UPDATES – DELEGATIONS REGISTER

Local Government Act 1999

The following table outlines new provisions in the Delegations Register under the Local Government Act 1999.

| <i>Local Government Act 1999 – New Provisions</i> | | |
|---|--|----------------------------|
| Section | Item Delegated | Conditions and Limitations |
| s28(6)-s28(1) | <p><u>6. Public Commission Initiated to Submissions Receive Proposals</u></p> <p>6.1 The power pursuant to Section 28(6) of the Act to, subject to Section 28 of the Act, or refer a proposal for the receipt making of a submission proclamation under Section Chapter 28(2) 3 of the Act to consider the issues determined by the Council or the Delegate to be relevant to the matter and to then decide whether or not it is willing to:</p> <p>6.1.1 conduct a review in relation to the matter under Division 2 of Part 1 of the Act; or</p> <p>6.1.2 formulate (or participate in the formulation of) a proposal in relation to the matter under Division 4 of Part 2 of the Act Commission.</p> | |
| s28(23)(f) and (g) s28(3) | <p><u>6. Public Commission Initiated to Submissions Receive Proposals</u></p> <p>6.2 Where The the power Council pursuant is to affected Section by a public initiated proposal under Chapter 3 28(3) of the Act, the to duty in relation to ensure a that proposal copies under Section 28 of the summary Act:</p> <p>6.2.1 prepared set by out in general terms the Panel are made available for public inspection</p> | |

| Local Government Act 1999 – New Provisions | | |
|---|---|-----------------------------------|
| Section | Item Delegated | Conditions and Limitations |
| | <p>at the principal office nature of the Council proposal, and</p> <p>6.2.2 distributed to electors in accordance comply with the any directions requirements of the Panel proposal pursuant to Section 28(23)(f) and (g) guidelines.</p> | |
| <u>s31(2)</u> | <p><u>6A Inquiries – General Proposals</u></p> <p><u>6A.1 The power pursuant to Section 31(2) of the Act to make a submission to the Commission on the proposed appointments of investigators to conduct inquiries under Section 31 of the Act.</u></p> | |
| <u>s31(10)</u> | <p><u>6A Inquiries – General Proposals</u></p> <p><u>6A.2 The power pursuant to Section 31(10) of the Act to request the Minister consult with the relevant councils about the matter.</u></p> | |

The following table outlines a changed provision in the Delegations Register under the Local Government Act 1999.

| Local Government Act 1999 – Changed Provision | | |
|--|---|--|
| Section | Item Delegated | Conditions and Limitations |
| s37(b) | 8. Provision Relating to Contract and Transactions 8.1 The power pursuant to Section 37(b) of the Act to authorise another officer, employee or agent of the Council to enter into a contract, on behalf of the Council, where the common seal of the Council is not required. | Able to authorise staff to approve expenditure and purchase goods/service within Council policies and approved budgets. <u>Refer to separate Limit of Authority Schedule maintained by Finance.</u> |

LEGISLATIVE CHANGES AND UPDATES – DELEGATIONS REGISTER**Development Act 1993**

The following table outlines new provisions in the Delegations Register under the Development Act 1993.

| <i>Development Act 1993 – Changed Provision</i> | | |
|---|--|-----------------------------------|
| Section | Item Delegated | Conditions and Limitations |
| r101(5) | 104.5 The power pursuant to Regulation 101(5) of the Regulations to not make available of any plans, drawings specifications or other documents or information: <u>104.5.1.2 constitute a breach of any other law; or</u> | |

INSTRUMENT OF DELEGATION TO THE STRATEGIC PLANNING COMMITTEE

NOTES

1. Conditions or Limitations: conditions or limitations may apply to the delegations contained in this Instrument.
2. Refer to the relevant Council resolution(s) to identify when these delegations were made, reviewed and or amended.

POWERS AND FUNCTIONS DELEGATED IN THIS INSTRUMENT

| Development Act 1993 and Development Regulations 2008 - Development Act 1993 | | |
|--|---|--|
| Provision | Item Delegated | Conditions and Limitations |
| s 25(1) | 5. Amendments by a Council 5.1 The power pursuant to Section 25(1) of the Act to prepare a 'Statement of Intent' in accordance with the Regulations. | The Strategic Planning Committee may determine all matters relating to Development Plan Amendments and Strategic Direction Reports as required by Section 25, 26 and 30 of the Development Act 1993. |
| s25(1) | 5. Amendments by a Council 5.2 The power pursuant to Section 25(1) of the Act to reach agreement with the Minister on a 'Statement of Intent' prepared by the Council. | The Strategic Planning Committee may determine all matters relating to Development Plan Amendments and Strategic Direction Reports as required by Section 25, 26 and 30 of the Development Act 1993. |
| s25(4) and | 5. Amendments by a Council | |

INSTRUMENT OF DELEGATION TO THE STRATEGIC PLANNING COMMITTEE

| Development Act 1993 and Development Regulations 2008 - Development Act 1993 | | |
|--|--|---|
| Provision | Item Delegated | Conditions and Limitations |
| 25(5) | <p>5.3 Subject to Sections 25(4) and 25(5) of the Act the power pursuant to Section 25(3) of the Act to prepare a proposal, to be called a 'Development Plan Amendment' (or DPA) that complies with the following requirements:</p> <p>5.3.1 the DPA must be based on the outcome of investigations initiated by the Council or the Delegate in accordance with the terms of the Statement of Intent and such other investigations (if any) as the Council or the Delegate thinks fit;</p> <p>5.3.2 the DPA must include an assessment of the extent to which the proposed amendment:</p> <p>5.3.2.1 accords with the Planning Strategy; and</p> <p>5.3.2.2 accords with the Statement of Intent; and</p> <p>5.3.2.3 accords with other parts of the Development Plan; and</p> <p>5.3.2.4 complements the policies in the Development Plans for adjoining areas; and</p> <p>5.3.2.5 satisfies the matters prescribed in the Regulations;</p> <p>5.3.3 the DPA must include:</p> <p>5.3.3.1 an explanation of the intent of the proposed amendments, the relationship between that intent and the policy of the Statement of Intent, and a summary of the major policy changes (if any) that are proposed; and</p> <p>5.3.3.2 a summary of the conclusions drawn from the investigations and assessments referred to above; and</p> <p>5.3.3.3 a draft of the amendment, or a draft of the relevant section of the Development Plan as amended (with the amendments shown in a distinctive manner);</p> <p>5.3.4 the DPA must include an assessment of the extent to which the proposed amendment accords with relevant infrastructure planning (with respect to both physical and social infrastructure) identified by the Council through strategic planning or other processes undertaken by the Council under the Act or the Local Government Act 1999 or identified by a Minister, or any other relevant government agency, in accordance with any scheme set out in the Regulations, in connection with the preparation of the DPA under the Act;</p> <p>5.3.5 the DPA must include any other matter prescribed by the Regulations.</p> | <p>The Strategic Planning Committee may determine all matters relating to Development Plan Amendments and Strategic Direction Reports as required by Section 25, 26 and 30 of the Development Act 1993.</p> |
| s25(3)(a) | <p>5. Amendments by a Council</p> <p>5.4 The power pursuant to Section 25(3)(a) of the Act to initiate investigations in accordance with the terms of the Statement of Intent and such other investigations as the Delegate thinks fit.</p> | <p>The Strategic Planning Committee may determine</p> |

INSTRUMENT OF DELEGATION TO THE STRATEGIC PLANNING COMMITTEE

| Development Act 1993 and Development Regulations 2008 - Development Act 1993 | | |
|--|--|--|
| Provision | Item Delegated | Conditions and Limitations |
| | | all matters relating to Development Plan Amendments and Strategic Direction Reports as required by Section 25, 26 and 30 of the Development Act 1993. |
| s25(4) | 5. Amendments by a Council 5.5 The duty, pursuant to Section 25(4) of the Act to prepare a DPA only after the Delegate has considered the advice of a person with prescribed qualifications. | The Strategic Planning Committee may determine all matters relating to Development Plan Amendments and Strategic Direction Reports as required by Section 25, 26 and 30 of the Development Act 1993. |
| s25(5) | 5. Amendments by a Council 5.6 The power pursuant to Section 25(5) of the Act to not, except as authorised by the Minister, propose an amendment to a part of a Development Plan that has been declared by the Minister by notice in the Gazette as being part of a set of standard policy modules for the purposes of the Act. | The Strategic Planning Committee may determine all matters relating to Development Plan Amendments and Strategic Direction Reports as required by Section 25, 26 and 30 of the Development Act 1993. |
| s25(6) | 5. Amendments by a Council 5.7 The duty pursuant to Section 25(6) of the Act to deal with a DPA in accordance with process A, B or C as described by the Act, depending on an agreement reached between the Council or the Delegate and the Minister as part of the Statement of Intent or at some later time if so determined or agreed by the Minister. | The Strategic Planning Committee may determine all matters relating to Development Plan Amendments and Strategic Direction Reports as |

INSTRUMENT OF DELEGATION TO THE STRATEGIC PLANNING COMMITTEE

| Development Act 1993 and Development Regulations 2008 - Development Act 1993 | | |
|--|---|--|
| Provision | Item Delegated | Conditions and Limitations |
| | | required by Section 25, 26 and 30 of the Development Act 1993. |
| s25(6) | 5. Amendments by a Council 5.8 The power pursuant to Section 25(6) of the Act to reach an agreement with the Minister as part of the Statement of Intent or at some later time if so determined or agreed by the Minister. | The Strategic Planning Committee may determine all matters relating to Development Plan Amendments and Strategic Direction Reports as required by Section 25, 26 and 30 of the Development Act 1993. |
| s25(7)(a) | 5. Amendments by a Council 5.9 Process A 5.9.1 The duty pursuant to Section 25(7)(a) of the Act to refer the DPA to any government Department or agency that has a direct interest in the matter, and any other body specified in the Statement of Intent, for comment within the period prescribed by the Regulations. | The Strategic Planning Committee may determine all matters relating to Development Plan Amendments and Strategic Direction Reports as required by Section 25, 26 and 30 of the Development Act 1993. |
| s25(7)(b) | 5. Amendments by a Council 5.9 Process A 5.9.2 The power pursuant to Section 25(7)(b) of the Act, if a response is not received within the period that applies under Section 25(7)(a) of the Act, to assume that the particular Department, agency or other body does not desire to provide any comment. | The Strategic Planning Committee may determine all matters relating to Development Plan Amendments and Strategic Direction Reports as required by Section 25, 26 and 30 of the Development Act 1993. |
| s 25(7)(c) | 5. Amendments by a Council | |

INSTRUMENT OF DELEGATION TO THE STRATEGIC PLANNING COMMITTEE

| Development Act 1993 and Development Regulations 2008 - Development Act 1993 | | |
|--|---|--|
| Provision | Item Delegated | Conditions and Limitations |
| | 5.9 Process A 5.9.3 The power pursuant to Section 25(7)(c) of the Act to consult with the Minister. | The Strategic Planning Committee may determine all matters relating to Development Plan Amendments and Strategic Direction Reports as required by Section 25, 26 and 30 of the Development Act 1993. |
| s25(7)(c)(i) | 5. Amendments by a Council 5.9 Process A 5.9.4 The duty pursuant to Section 25(7)(c)(i) of the Act to comply with the requirement of the Minister to make an alteration to the DPA. | The Strategic Planning Committee may determine all matters relating to Development Plan Amendments and Strategic Direction Reports as required by Section 25, 26 and 30 of the Development Act 1993. |
| s25(10), 25(11), 25(12) and 25(12a) | 5. Amendments by a Council 5.9 Process A 5.9.5 Subject to Sections 25(10), 25(11), 25(12) and 25(12a) of the Act, the duty pursuant to Section 25(7)(d) of the Act to release the DPA for public consultation in accordance with the Regulations), over a period of at least 8 weeks. | The Strategic Planning Committee may determine all matters relating to Development Plan Amendments and Strategic Direction Reports as required by Section 25, 26 and 30 of the Development Act 1993. |
| s25(8)(a) | 5. Amendments by a Council 5.10 Process B 5.10.1 The duty pursuant to Section 25(8)(a) of the Act, if required by the Minister, to first refer the DPA to the Minister for consideration. | The Strategic Planning Committee may determine all matters relating to Development Plan |

INSTRUMENT OF DELEGATION TO THE STRATEGIC PLANNING COMMITTEE

| Development Act 1993 and Development Regulations 2008 - Development Act 1993 | | |
|--|--|--|
| Provision | Item Delegated | Conditions and Limitations |
| | <p>5.10.2 The power, pursuant to Section 25(8)(a) of the Act, to consult with the Minister.</p> <p>5.10.3 The duty pursuant to Section 25(8)(a)(i) of the Act to comply with a requirement of the Minister to make an alteration to the DPA.</p> <p>5.10.4 Subject to complying with Section 25(8)(a) of the Act, (if relevant) the duty and power pursuant to Section 25(8)(b)(i) of the Act to refer the DPA to any government Department or agency that has a direct interest in the matter, and any other body specified in the Statement of Intent for comment within a period of 8 weeks, and, if a response is not received within this period, to assume that the particular Department, agency or body does not desire to provide any comment.</p> <p>5.10.5 Subject to Sections 25(10), 25(11), 25(12) and 25(12a) of the Act the duty pursuant to Section 25(8)(b)(ii) of the Act to release the DPA for public consultation in accordance with the Regulations over a period that is at least concurrent with the period that applies under Section 25(8)(b)(i) of the Act.</p> | Amendments and Strategic Direction Reports as required by Section 25, 26 and 30 of the Development Act 1993. |
| s25(9)(a) | <p>5. Amendments by a Council</p> <p>5.11 Process C</p> <p>5.11.1 The duty and power pursuant to Section 25(9)(a) of the Act to refer the DPA to any government Department or agency that has a direct interest in the matter, and any other body specified in the Statement of Intent for comment within a period of 4 weeks, and, if a response is not received within this period, to assume that the particular Department, agency or body does not desire to provide any comment.</p> <p>5.11.2 Subject to Sections 25(10), 25(11), 25(12) and 25(12a) of the Act, the duty pursuant to Section 25(9)(b) of the Act to release the DPA for public consultation in accordance with the Regulations, over a period that is at least concurrent with the period that applies under Section 25(9)(a) of the Act.</p> <p>5.11.3 The duty pursuant to Section 25(9)(c) of the Act, at the time that the DPA is released for public consultation, to give:</p> <p>5.11.3.1 an owner or occupier of any land that is directly subject to the operation of the proposed amendment; and</p> <p>5.11.3.2 an owner or occupier of each piece of adjacent land to land that is directly subject to the operation of the proposed amendment, a written notice in accordance with the Regulations.</p> | The Strategic Planning Committee may determine all matters relating to Development Plan Amendments and Strategic Direction Reports as required by Section 25, 26 and 30 of the Development Act 1993. |
| s25(10) | <p>5. Amendments by a Council</p> <p>5.12 The duty pursuant to Section 25(10) of the Act to not release a DPA for public consultation unless or until the Chief Executive Officer of the Council has, on behalf of the Council, issued a certificate in the prescribed form relating to the extent to which the proposed amendment:</p> | The Strategic Planning Committee may determine all matters relating to Development Plan |

INSTRUMENT OF DELEGATION TO THE STRATEGIC PLANNING COMMITTEE

| Development Act 1993 and Development Regulations 2008 - Development Act 1993 | | |
|--|--|--|
| Provision | Item Delegated | Conditions and Limitations |
| | 5.12.1 accords with the Planning Strategy; and 5.12.2 accords with the Statement of Intent; and 5.12.3 accords with other parts of the Development Plan; and 5.12.4 complements the policies in the Development Plans for adjoining areas; and 5.12.5 satisfies the matters prescribed in the Regulations. | Amendments and Strategic Direction Reports as required by Section 25, 26 and 30 of the Development Act 1993. |
| s25(11) | 5. Amendments by a Council 5.13 In addition to any requirement prescribed by the Regulations, the duty pursuant to Section 25(11) of the Act for the purposes of undertaking the public consultation, to: 5.13.1 allow interested persons to make representations in writing in relation to the matter over the period that applies for the purposes of the public consultation; and 5.13.2 subject to Section 25(11)(b) of the Act and in accordance with the Regulations, hold within the area of the Council at least 1 meeting where members of the public may attend and make representations in relation to the matter, 5.13.3 appoint a committee (which may, but need not, include members of the Council) to consider any representations made under Sections 25(11)(a) or 25(11)(b) of the Act and to provide advice in relation to those representations. | The Strategic Planning Committee may determine all matters relating to Development Plan Amendments and Strategic Direction Reports as required by Section 25, 26 and 30 of the Development Act 1993. |
| s25(12) | 5. Amendments by a Council 5.14 If a proposed amendment designates a place as a place of local heritage value, the duty pursuant to Section 25(12) of the Act, at or before the time when the DPA is released for public consultation, to give each owner of land constituting a place proposed as a place of local heritage value a written notice: 5.14.1 informing the owner of the proposed amendment, and 5.14.2 inviting the owner to make submissions on the amendment within the period provided for public consultation under the Regulations. | The Strategic Planning Committee may determine all matters relating to Development Plan Amendments and Strategic Direction Reports as required by Section 25, 26 and 30 of the Development Act 1993. |
| s25(12a) | 5. Amendments by a Council 5.15 If a proposed amendment declares a tree to be a significant tree or a stand of trees to be significant trees, the duty pursuant to Section 25(12a) of the Act, at or before the time when the DPA is released for public consultation, to give each owner of land where the | The Strategic Planning Committee may determine |

INSTRUMENT OF DELEGATION TO THE STRATEGIC PLANNING COMMITTEE

| Development Act 1993 and Development Regulations 2008 - Development Act 1993 | | |
|--|---|--|
| Provision | Item Delegated | Conditions and Limitations |
| | <p>tree or trees are located a written notice:</p> <p>5.15.1 informing the owner of the proposed amendment; and</p> <p>5.15.2 inviting the owner to make submissions on the amendment within the period provided for public consultation under the Regulations.</p> | all matters relating to Development Plan Amendments and Strategic Direction Reports as required by Section 25, 26 and 30 of the Development Act 1993. |
| s25(13)(a) | <p>5. Amendments by a Council</p> <p>5.16 The duty pursuant to Section 25(13)(a) of the Act, after complying with the requirements of Sections 25(1)-(12a) of the Act, to, in accordance with the Regulations prepare a report on the matters raised during the consultation period, on the reasons for any failure to comply with any time set for any step under Sections 25(1)-(12a) of the Act, and on any recommended alterations to the proposed amendment.</p> | The Strategic Planning Committee may determine all matters relating to Development Plan Amendments and Strategic Direction Reports as required by Section 25, 26 and 30 of the Development Act 1993. |
| s25(13)(b) | <p>5. Amendments by a Council</p> <p>5.17 The power pursuant to Section 25(13)(b) of the Act, if the Delegate thinks fit, by notice in writing to the Minister, to decline to proceed any further with an amendment.</p> | The Strategic Planning Committee may determine all matters relating to Development Plan Amendments and Strategic Direction Reports as required by Section 25, 26 and 30 of the Development Act 1993. |
| s25(13)(a); | <p>5. Amendments by a Council</p> <p>5.18 The duty to send to the Minister:</p> <p>5.18.1 a copy of a report under Section 25(13)(a); and</p> <p>5.18.2 a certificate from the Chief Executive Officer; pursuant to and in accordance with Section 25(14) of the Act and the Regulations.</p> | The Strategic Planning Committee may determine all matters relating to Development Plan Amendments and Strategic Direction Reports as |

INSTRUMENT OF DELEGATION TO THE STRATEGIC PLANNING COMMITTEE

| Development Act 1993 and Development Regulations 2008 - Development Act 1993 | | |
|--|--|--|
| Provision | Item Delegated | Conditions and Limitations |
| | | required by Section 25, 26 and 30 of the Development Act 1993. |
| s25(15)(d) and 25(15)(f) | 5. Amendments by a Council 5.19 The power pursuant to Sections 25(15)(d) and 25(15)(f) of the Act to consult with the Minister. | The Strategic Planning Committee may determine all matters relating to Development Plan Amendments and Strategic Direction Reports as required by Section 25, 26 and 30 of the Development Act 1993. |
| s25(21) | 5. Amendments by a Council 5.20 The power pursuant to and in accordance with Section 25(21) of the Act to consult with, and make submissions to the Minister. | The Strategic Planning Committee may determine all matters relating to Development Plan Amendments and Strategic Direction Reports as required by Section 25, 26 and 30 of the Development Act 1993. |
| s25(23) | 5. Amendments by a Council 5.21 The power pursuant to Section 25(23) of the Act to consult with the Minister. | The Strategic Planning Committee may determine all matters relating to Development Plan Amendments and Strategic Direction Reports as required by Section 25, 26 and 30 of the Development Act 1993. |
| s26(5)(d)(i) | 6. Amendments by the Minister | |

INSTRUMENT OF DELEGATION TO THE STRATEGIC PLANNING COMMITTEE

| Development Act 1993 and Development Regulations 2008 - Development Act 1993 | | |
|--|--|--|
| Provision | Item Delegated | Conditions and Limitations |
| | 6.1 The power pursuant to Section 26(5)(d)(i) of the Act, in relation to a DPA referred to the Council by the Minister, to make comment on the DPA to the Minister within a period of 8 weeks. | The Strategic Planning Committee may determine all matters relating to Development Plan Amendments and Strategic Direction Reports as required by Section 25, 26 and 30 of the Development Act 1993. |
| s26(5a)(a) | 6. Amendments by the Minister 6.2 The power pursuant to Section 26(5a)(a) of the Act in relation to a DPA referred to the Council by the Minister, to make comment on the DPA to the Minister within a period of 8 weeks. | The Strategic Planning Committee may determine all matters relating to Development Plan Amendments and Strategic Direction Reports as required by Section 25, 26 and 30 of the Development Act 1993. |
| s26(5b)(a) | 6. Amendments by the Minister 6.3 The power pursuant to Section 26(5b)(a) of the Act in relation to a DPA referred to the Council by the Minister, to make comment on the DPA to the Minister within a period of 4 weeks. | The Strategic Planning Committee may determine all matters relating to Development Plan Amendments and Strategic Direction Reports as required by Section 25, 26 and 30 of the Development Act 1993. |
| s26(12) | 6. Amendments by the Minister 6.4 The power pursuant to Section 26(12) of the Act, to make comment to the Minister within a period determined by the Minister in relation to a proposal to act under Section 26(11) of the Act. | The Strategic Planning Committee may determine all matters relating to Development Plan |

INSTRUMENT OF DELEGATION TO THE STRATEGIC PLANNING COMMITTEE

| Development Act 1993 and Development Regulations 2008 - Development Act 1993 | | |
|--|---|--|
| Provision | Item Delegated | Conditions and Limitations |
| | | Amendments and Strategic Direction Reports as required by Section 25, 26 and 30 of the Development Act 1993. |
| s26(12) | 6. Amendments by the Minister 6.5 The power pursuant to, Section 26(12) of the Act to, by notice in writing, object to the Minister's proposed action. | The Strategic Planning Committee may determine all matters relating to Development Plan Amendments and Strategic Direction Reports as required by Section 25, 26 and 30 of the Development Act 1993. |
| s30(1) | <p>8. Strategic Directions Reports</p> <p>8.1 The duty pursuant to Section 30(1) of the Act, to, from time to time, in accordance with the requirements of Section 30 of the Act, prepare a report under Section 30 of the Act (a Strategic Directions Report) that:</p> <p>8.1.1 addresses the strategic planning issues within the area of the Council, with particular reference to:</p> <p>8.1.1.1 the Planning Strategy; and</p> <p>8.1.1.2 any other policy or document prescribed by the regulations; and</p> <p>8.1.2 addresses appropriate amendments to any Development Plan that applies within the area of the Council; and</p> <p>8.1.3 sets out the Council's priorities for:</p> <p>8.1.3.1 achieving orderly and efficient development through the implementation of planning policies; and</p> <p>8.1.3.2 the integration of transport and land-use planning within its area; and</p> <p>8.1.3.3 implementing any relevant targets set out in the Planning Strategy; and</p> | |

INSTRUMENT OF DELEGATION TO THE STRATEGIC PLANNING COMMITTEE

| Development Act 1993 and Development Regulations 2008 - Development Act 1993 | | |
|--|---|----------------------------|
| Provision | Item Delegated | Conditions and Limitations |
| | <p>8.1.3.4 implementing affordable housing policies set out in the Planning Strategy within its area; and</p> <p>8.1.3.5 infrastructure planning (with respect to both physical and social infrastructure), taking into account any advice provided by a Minister, or any other relevant government agency, in accordance with a scheme set out in the regulations, and any of the Council's proposals with respect to infrastructure; and</p> <p>8.1.3.6 other projects or initiatives considered to be relevant by the Council; and</p> <p>8.1.4 contains such other material as may be:</p> <p>8.1.4.1 prescribed by the regulations; or</p> <p>8.1.4.2 required by the Minister.</p> | |
| s30(2) | <p>8. Strategic Directions Reports</p> <p>8.2 The duty pursuant to Section 30(2) of the Act to prepare and complete a report under Section 30 of the Act:</p> <p>8.2.1 within 12 months after an alteration is made to the Planning Strategy, or within such longer period as the Minister may allow, if:</p> <p>8.2.1.1 the Minister declares, by notice in the Gazette, that the alteration is considered to be a significant alteration that should trigger a review of Development Plans, or specified Development Plans, under Section 30 of the Act in relation to issues specified by the Minister; and</p> <p>8.2.1.2 the Development Plan that applies in relation to the Council's area (or a part of its area) falls within the ambit of the declaration; and</p> <p>8.2.2 in any event, within 5 years after the completion of the last report under Section 30 of the Act.</p> | |
| s30(3) | <p>8. Strategic Directions Reports</p> <p>8.3 The duty, pursuant to Section 30(3) of the Act, in connection with the preparation of a report under Section 30 of the Act, to:</p> <p>8.3.1 by public advertisement, invite interested persons to make written submissions to the Council within 2 months of the date of the advertisement or such longer period as may be allowed by the advertisement; and</p> <p>8.3.2 consult with any prescribed authority or body in the manner specified by the regulations.</p> | |
| s30(4) | <p>8. Strategic Directions Reports</p> <p>8.4 The duty, pursuant to Section 30(4) of the Act, in connection with the operation of Section 30(3) of the Act, to prepare and make</p> | |

INSTRUMENT OF DELEGATION TO THE STRATEGIC PLANNING COMMITTEE

| Development Act 1993 and Development Regulations 2008 - Development Act 1993 | | |
|--|--|--|
| Provision | Item Delegated | Conditions and Limitations |
| | available the documentation prescribed by the regulations. | |
| s30(5) | 8. Strategic Directions Reports 8.5 The duty pursuant to Section 30(5) of the Act to give a person who makes a written response to an invitation under Section 30(3)(a) of the Act an opportunity to appear personally or by representative before the Council or a Council Committee and to be heard on those submissions. | |
| s30(6) | 8. Strategic Directions Reports 8.6 The duty pursuant to Section 30(6) of the Act, in preparing a report under Section 30 of the Act, to: 8.6.1 reach agreement with the Minister on a Statement of Intent with respect to any proposed amendments to a Development Plan that applies within the area of the Council; and 8.6.2 if relevant, prepare a DPA that is suitable for consideration under Section 25(3) of the Act. | |
| s30(7) | 8. Strategic Directions Reports 8.7 The duty pursuant to Section 30(7) of the Act to furnish a report under Section 30 of the Act to the Minister. | |
| s30(8) | 8. Strategic Directions Reports 8.8 The duty pursuant to Section 30(8) of the Act to, then, in accordance with any reasonable request of the Minister, enter into an agreement with the Minister on the steps that the Council will take as a result of the matters contained in the report (and the report will not be taken to have been completed unless or until such an agreement is reached with the Minister). | |
| s30(9) | 8. Strategic Directions Reports 8.9 The power pursuant to Section 30(9) of the Act to request the Minister to exempt the Council: 8.9.1 from a requirement to prepare a particular report under Section 30 of the Act; or 8.9.2 from a particular requirement with respect to a report under Section 30 of the Act. | The Strategic Planning Committee may determine all matters relating to Development Plan Amendments and Strategic Direction Reports as required by Section 25, 26 and 30 of the Development Act 1993. |
| s30(12) | 8. Strategic Directions Reports 8.10 The duty pursuant to Section 30(12) of the Act to make copies of a report prepared under Section 30 of the Act available for inspection (without charge) by the public at the principal office of the Council. | |
| s30(13) | 8. Strategic Directions Reports 8.11 The duty pursuant to Section 30(13) of the Act, if a report proposes amendments to a Development Plan that applies within the area | |

INSTRUMENT OF DELEGATION TO THE STRATEGIC PLANNING COMMITTEE

| Development Act 1993 and Development Regulations 2008 - Development Act 1993 | | |
|--|---|--|
| Provision | Item Delegated | Conditions and Limitations |
| | of the Council, to ensure that it releases a DPA for public consultation under Section 25 within the period prescribed by the regulations. | |
| s30(14) | 8. Strategic Directions Reports 8.12 The power pursuant to Section 30(14) of the Act, to request in accordance with the regulations a Minister identified by the regulations for the purposes of this provision to furnish to the Council within the prescribed period a statement of the nature and extent of any infrastructure that, according to the Minister's assessment, should be taken into account in connection with the preparation of a report under Section 30 of the Act. | The Strategic Planning Committee may determine all matters relating to Development Plan Amendments and Strategic Direction Reports as required by Section 25, 26 and 30 of the Development Act 1993. |
| s30(15) | 8. Strategic Directions Reports 8.13 The power pursuant to Section 30(15) of the Act to act jointly with two or more councils under Section 30 of the Act and to act on behalf of, and with the agreement of, the other council or councils in undertaking any process or procedure under Section 30 of the Act. | The Strategic Planning Committee may determine all matters relating to Development Plan Amendments and Strategic Direction Reports as required by Section 25, 26 and 30 of the Development Act 1993. |
| Development Act 1993 and Development Regulations 2008 - Development Regulations 2008 | | |
| Provision | Item Delegated | Conditions and Limitations |
| r10A(1) | 55. Consultation with Government Departments or Agencies 55.1 The duty pursuant to Regulation 10A(1) of the Regulations if the Council is subject to a requirement under Section 25(7)(a) of the Act to ensure that a copy of any written report received from a Department or agency is furnished to the Minister for the purposes of considering the matter under Section 25(7)(b) of the Act. | Delegation has not been given to the Chief Executive Officer by the Council. |
| s25,26 | 56. Public Consultation - Section 25 & 26 56.1 Subject to Regulations 11A(3) and 11A(6) of the Regulations, for the purposes of Sections 25 and 26 of the Act, the duty pursuant to Regulation 11A(1) of the Regulations to give public notice of a DPA by publication in the designated manner of a notice: | Council has not given delegation to the Chief |

INSTRUMENT OF DELEGATION TO THE STRATEGIC PLANNING COMMITTEE

| Development Act 1993 and Development Regulations 2008 - Development Regulations 2008 | | |
|--|--|---|
| Provision | Item Delegated | Conditions and Limitations |
| | <p>56.1.1 advising the time and places at which the DPA is available for inspection (without charge) and purchase by the public; and</p> <p>56.1.2 inviting any interested person to make written submissions on the amendment to the council within the relevant period specified in the notice; and</p> <p>56.1.3 stating that the submissions will be available for inspection by any interested person at a place specified in the notice from the expiration of the period specified under Regulation 11A(1)(b) of the Regulations until the conclusion of any public meeting held for the purposes of Section 25(11)(b) or 26(5c)(b) of the Act (or, if no such meeting is to be held, until the decision is made not to hold the meeting); and</p> <p>56.1.4 providing information about when and where any public meeting is proposed to be held for the purposes of Sections 25(11)(b) or 26(5c)(b) of the Act (subject to a decision being made under the relevant section not to hold a meeting).</p> | Executive Officer. Delegated to the Strategic Planning Committee only. |
| Instrument of Delegation Under the Planning, Development and Infrastructure Act 2016 - Planning, Development and Infrastructure Act 2016 | | |
| Provision | Item Delegated | Conditions and Limitations |
| s35(1)(a) | <p>4. Planning Agreements</p> <p>4.1 The power pursuant to Section 35(1)(a) of the Act to enter into an agreement (a planning agreement) with the Minister relating to a specified area of the State in accordance with Section 35 of the Act.</p> | |
| s35(3) | <p>4. Planning Agreements</p> <p>4.2 The power pursuant to Section 35(3) of the Act to, in a planning agreement, include provisions that outline the purposes of the agreement and the outcomes that the agreement is intended to achieve and to provide for:</p> <p>4.2.1 the setting of objectives, priorities and targets for the area covered by the agreement; and</p> | |
| s35(4) | <p>4. Planning Agreements</p> <p>4.2.2 the constitution of a joint planning board including, in relation to such a board:</p> <p>4.2.2.1 the membership of the board, being between 3 and 7 members (inclusive); and</p> | |

INSTRUMENT OF DELEGATION TO THE STRATEGIC PLANNING COMMITTEE

| Instrument of Delegation Under the Planning, Development and Infrastructure Act 2016 - Planning, Development and Infrastructure Act 2016 | | |
|--|--|----------------------------|
| Provision | Item Delegated | Conditions and Limitations |
| | 4.2.2.2 subject to Section 35(4) of the Act, the criteria for membership; and 4.2.2.3 the procedures to be followed with respect to the appointment of members; and 4.2.2.4 the terms of office of members; and 4.2.2.5 conditions of appointment of members, or the method by which those conditions will be determined, and the grounds on which, and the procedures by which, a member may be removed from office; and 4.2.2.6 the appointment of deputy members; and 4.2.2.7 the procedures of the board; and | |
| s35(4) | 4. Planning Agreements 4.2.3 the delegation of functions and powers to the joint planning board (including, if appropriate, functions or powers under another Act); and | |
| s35(4) | 4. Planning Agreements 4.2.4 the staffing and other support issues associated with the operations of the joint planning board; and | |
| s35(4) | 4. Planning Agreements 4.2.5 financial and resource issues associated with the operations of the joint planning board, including: 4.2.5.1 the formulation and implementation of budgets; and 4.2.5.2 the proportions in which the parties to the agreement will be responsible for costs and other liabilities associated with the activities of the board; and | |
| s35(4) | 4. Planning Agreements 4.2.6 such other matters as the Delegate thinks fit. | |
| s35(5)(a) | 4. Planning Agreements 4.3 The power pursuant to Section 35(5)(a) of the Act, at the expiry of a planning agreement, to replace it with a new agreement (in the | |

INSTRUMENT OF DELEGATION TO THE STRATEGIC PLANNING COMMITTEE

| Instrument of Delegation Under the Planning, Development and Infrastructure Act 2016 - Planning, Development and Infrastructure Act 2016 | | |
|--|---|---|
| Provision | Item Delegated | Conditions and Limitations |
| | same or different terms). | |
| s35(5)(b) | 4. Planning Agreements 4.4 The power pursuant to Section 35(5)(b) of the Act, to vary or terminate a planning agreement by agreement between the parties to the agreement. | |
| s73(2)(b)(iv) | 6A. Preparation and Amendment 6A.1 The power pursuant to Section 73(2)(b)(iv) of the Act to initiate a proposal to amend a designated instrument with the approval of the Minister, acting on the advice of the Commissioner. | |
| s163(3)(b) | 7. Initiation of Scheme 7.1 The power pursuant to Section 163(3)(b) of the Act to request the Minister initiate a proposal to proceed under Section 163 of the Act. | |
| s163(10) | 7. Initiation of Scheme 7.2 The power pursuant to Section 163(10) of the Act to consult with the Minister in relation to the draft outline. | |
| s169(8) | 10. Funding Arrangements 10.2 The power pursuant to Section 169(8) of the Act to approve a funding arrangement that provides for or includes the collection of contributions under subdivision 8 in relation to prescribed infrastructure. | |
| s169(9) | 10. Funding Arrangements 10.3 The power pursuant to Section 169(9) of the Act to consult with the Commission in relation to a funding arrangement that is specifically relevant to the Council. | |
| s177(4) | 11. Contributions by Constituent Councils 11.1 The power pursuant to Section 177(4) of the Act to consult with the Minister in relation to the Council's share. | |
| Local Government Act 1999 - Local Government Act 1999 | | |
| Provision | Item Delegated | Conditions and Limitations |
| s41(4) | 9. Committees 9.3 The power pursuant to Section 41(4) of the Act to appoint a person as a presiding member of a committee, or to make provision for the appointment of a presiding member. | Council has not given delegation to the Chief |

INSTRUMENT OF DELEGATION TO THE STRATEGIC PLANNING COMMITTEE

| | |
|---|-------------------|
| Local Government Act 1999 - Local Government Act 1999 | |
| | Executive Officer |



STRATEGIC PLANNING COMMITTEE CHARTER

1 Role


1.1 The Committee's role is to:

- 1.1.1 Act in an advisory capacity to the Council regarding all high level strategy.
- 1.1.2 Act as per the requirements legislated by the Development Act.
- 1.1.3 Monitor the performance of the Council.

2 Terms of Reference

2.1 The Committee's terms of reference are to consider all matters relating to Council's strategic planning and performance.

- 2.1.1 To provide advice to the Council in relation to the extent to which the Council's strategic planning and development policies accord with the Planning Strategy.
- 2.1.2 To assist the Council in undertaking strategic planning and monitoring directed at achieving the following as per section 101A2(b) of the Development Act:
 - a. orderly and efficient development within the area of the council; and
 - b. high levels of integration of transport and land-use planning; and
 - c. relevant targets set out in the Planning Strategy within the area of the Council; and
 - d. the implementation of affordable housing policies set out in the Planning Strategy within the area of the council.
- 2.1.3 To act as Council's delegate in all matters relating to -
 - a. Strategic Directions Report;
 - b. Council-initiated Development Plan Amendment; or
 - c. Ministerial initiated Development Plan Amendment.
- 2.1.4 To develop the Playford Plan, Annual Business Plan and Budget, Long Term Financial Plan and Asset Management Plans for Council consideration.

| | | | | |
|---|-------------------------|--------------------------------|---------------------------|-------------|
|  | ECM Document Set No.: | 2457887 | Initial Date of Adoption: | 27 Nov 2012 |
| | Authorised by: | Council Resolution No. 3361 | Date of Current Version: | 18 Dec 2018 |
| | Document Maintained by: | Corporate Services, Governance | Next Review Date: | Dec 2020 |
| | | | | |

*Electronic version is the controlled version. Printed copies are considered uncontrolled.
Before using a printed copy, verify that it is the current version.*

- 2.1.5 To consider on a regular basis reports on the performance of the Council.
- 2.1.6 Review and approve relevant policies where delegation permits.

3 Definitions

Act for the purpose of this policy means the *Local Government Act 1999*.

Chief Executive Officer (CEO) means the Chief Executive Officer of a council and includes a deputy or other person acting in the officer of Chief Executive Officer.

Committee includes Section 41 Committees, other Committees and Panels established by Council.

Elected Member means the principal member or a councillor of the Council.

Development Act 1993 is an Act to provide for planning and regulate development in the State; to regulate the use and management of land and buildings, and the design and construction of buildings; to make provision for the maintenance and conservation of land and buildings where appropriate; and for other purposes.

Executive Officer is a staff member appointed by the Chief Executive Officer to support a Section 41 Committee, other committee or advisory group.

Independent Members are members on a committee or panel who are not elected but have been appointed by the Council to undertake a similar role as Councillors on Council's Section 41 Committees or the Council Development Assessment Panel. They are external appointees.

Mayor is the person elected as the Principal Member of the Council to represent the local government area as a whole.

Staff includes Council staff, contractors, volunteers and all others who perform work on behalf of Council.

4 Delegations

4.1 The Committee has delegation for the following:

- 4.1.1 Approve Committee's Minutes as a true and accurate record of proceedings.
- 4.1.2 Develop and approve the Committee's Work Plan.
- 4.1.3 Appoint a Presiding Member from within the Committee
- 4.1.4 Committee has the power pursuant to Section 87 (1) of the Act to determine the months of the year that the Committee meets.
- 4.1.5 Consider and provide a response to LGA Circulars or other business of a strategic nature, in line with the Committee's role.

*Electronic version is the controlled version. Printed copies are considered uncontrolled.
Before using a printed copy, verify that it is the current version.*

Page 2 of 5

- 4.1.6 Determine all matters relating to Development Plan Amendments and Strategic Directions Reports as required by Section 25, 26 and 30 of the Development Act 1993.
 - 4.1.7 Provide direction on Council responses to Ministerial correspondence in line with the Committee's Role, Terms of Reference and delegations as required.
 - 4.1.8 Provide direction on Council submissions to the State Planning Commission in line with the Committee's Role, Terms of Reference and delegations as required
 - 4.1.9 Determine the Playford Position on Notices of Motion for ALGA and LGA Meetings, in the case that timing of the release of the ALGA or LGA Agenda falls outside a Council Meeting.
 - 4.1.10 Consider and approve relevant policies submitted to the Committee in line with the Committee's Role and Terms of Reference. Nothing in this clause prevents the Committee from referring the policy to Council for consideration.
 - 4.1.11 Hold Public Hearings associated with Development Plan Amendments.
- 4.2** Any other business referred to the Committee in accordance with its Role and Terms of Reference, or where the Committee does not hold the delegated authority, this business may be debated with a recommendation referred to the next Ordinary Council Meeting for consideration.
- 4.3** The Executive Officer in consultation with the Presiding Member may approve a deputation request for business that falls in-line with the Committee's Role and Terms of Reference. The Committee may resolve to seek further information on the business of a deputation, although no further resolution may be passed for the business of a deputation at the meeting the deputation was provided.
- 4.4** Petitions are not delegated to the Committee and are only to be presented to Council.

5 Meetings

- 5.1** The Committee Meeting will be held on the 2nd Tuesday of the month, starting at 7:00pm, with the months of the year to be determined and reviewed by the Committee.
- 5.2** The Committee Meeting will be held in Council Chambers at the Playford Civic Centre, 10 Playford Boulevard, Elizabeth, unless otherwise determined by the Committee prior to the meeting.
- 5.3** Committee Meetings may be called, amended or cancelled by the Committee's Executive Officer of the Committee, in consultation with the Presiding Member.
- 5.4** The agenda will be prepared and distributed to all Committee Members on the Thursday prior to the meeting, with the preference being to distribute electronically.
- 5.5** Special Meetings of the Committee may be necessary from time to time and may be called in accordance with Section 82 of the Local Government Act 1999. Notice of a

*Electronic version is the controlled version. Printed copies are considered uncontrolled.
Before using a printed copy, verify that it is the current version.*

Page 3 of 5

Special Committee Meeting may be at a minimum of four (4) hours notice, due to the urgency of the matters on the agenda.

6 Membership

- 6.1** The Committee shall comprise the Mayor and all Elected Members.
- 6.2** The Presiding Member will be determined by the Committee.
- 6.3** The term of the Presiding Member will be one (1) year, after which they may stand for re-election.
- 6.4** The term of the Council Committee Members' appointment will be for a period not exceeding the next General Election.

7 Role of the Presiding Member

- 7.1** Oversee the conduct of Committee Meetings in accordance with the Local Government Act 1999 and Code of Practice for Council, Special and Committee Meetings.
- 7.2** Ensure all Committee Members have the opportunity to participate in debate and discussions in an open and encouraging manner.
- 7.3** Where a matter has been debated significantly and no new information is being discussed the Presiding Member may call the meeting to order and ask for the debate to be finalised and a motion be put forward.

8 Role of Committee Members

- 8.1** Actively participate in debate and discussion in a professional manner at all times.
- 8.2** Ensure the Member is prepared and informed of Committee Meeting matters prior to the meeting.
- 8.3** Utilise the skills and experience of the Committee Members to effectively carry out the Committee's role.

9 Role of the Executive Officer and Administrative Support

- 9.1** The Executive Officer is appointed by the CEO to support the administration and operation of the Committee.
- 9.2** The Executive Officer and relevant staff may provide advice during the meeting in order to aid informed decision making.
- 9.3** The Committee is appointed a Minute Taker.

*Electronic version is the controlled version. Printed copies are considered uncontrolled.
Before using a printed copy, verify that it is the current version.*

10 Reporting and Review

10.1 Council will assess the on-going role and effectiveness of the Committee as part of the Committee Review following a General Election or as required by Council.

10.2 As determined by the Committee, it may communicate with Council Members and staff on issues of importance to the Council. This communication may be delivered by the Presiding Member or Executive Officer in the form of a presentation to Council Members, a communiqué, a written memo or report to Council.

11 Supporting Documentation

- [Local Government Act 1999](#)
- [Code of Practice for Council and Committee Meetings](#)
- [Code of Practice for Public Access to Meetings and Associated Meeting Documents](#)
- [Code of Conduct for Council Members](#)
- [Development Act 1993](#)
- [State Planning Strategy](#)

12 Approval and Change History

| Approval Date | Approval by | Change |
|---------------|-----------------------------|---|
| 27 Nov 2012 | Council Resolution | Scheduled review. |
| 25 Nov 2014 | Council Resolution No. 1995 | Alignment to Council Elections 2014, change to common format, meeting day changed to second Tuesday of month and other minor amendments; Presiding Member will no longer be Deputy Mayor and will be elected for a period of 12 months. |
| 28 Jun 2016 | Council Resolution No. 2604 | Template & Committee Structure Review |
| 18 Dec 2018 | Council Resolution No. 3361 | Alignment to Council Elections 2018, and review of clause 2.1.4 and 2.1.5 with the inclusion of clauses 4.1.4 and 4.1.8 Terminology changed – Council Member replaced with Elected Member Definition of Elected Member updated Committee now delegated to determine meeting schedule |

*Electronic version is the controlled version. Printed copies are considered uncontrolled.
Before using a printed copy, verify that it is the current version.*

Page 5 of 5

5.2 ENFORCEMENT POLICY (BRIEFING)

Responsible Executive Manager : Andrew Nesbitt

Report Author : Darren Hurst

Delegated Authority : Matters which cannot be delegated to a Committee or Staff.

Attachments : 1 [↓](#). City of Playford Enforcement Policy

PURPOSE

To endorse an Enforcement Policy which will meet Councils' requirement under section 259 of the Local Government Act to establish a policy regarding making and issuing of Orders. If endorsed, the Enforcement Policy will replace the current Order Making Policy.

STAFF RECOMMENDATION

1. Council endorses the Enforcement Policy presented; and
2. Council revokes the existing Order Making Policy as the Enforcement Policy takes its place regarding the making and issuing of Orders.

EXECUTIVE SUMMARY

The Services Committee on 19 March 2019 endorsed the Draft Enforcement Policy for public consultation as per legislative requirements relating to changing policies on the making and issuing of Orders. The consultation was open from 27 March 2019 to 16 May 2019. Interaction with the Consultation Hub was positive with 312 page views, 75 document downloads, and a further 24 downloads of the Community feedback form.

There was a single submission which highlighted a minor grammatical issue and did not refer to the content or directions proposed in the Policy. Therefore, the final Enforcement Policy (Attachment 1) is provided for Council endorsement with no changes from the Draft which was provided to Council in March.

The Enforcement Policy will replace the existing Order Making Policy and meet Council's requirement under the Local Government Act (LG Act) to have a policy regarding the making and issuing of orders.

1. BACKGROUND

The draft Enforcement Policy was presented to Council at an Informal Briefing on 19 February 2019 and was endorsed for public consultation by the Services Committee on 19 March 2019. Consultation was promoted via advertisement in the Messenger newspaper and via Council's newly opened Engagement Hub.

2. RELEVANCE TO STRATEGIC PLAN

1: Smart Service Delivery Program

Outcome 1.1 High quality services and amenities

Greater consistency in application of enforcement options/considerations by providing staff with direction through the Policy.

3. PUBLIC CONSULTATION

The Enforcement Policy was open for consultation from 27 March 2019 to 20 May 2019.

4. DISCUSSION

- 4.1 As endorsed by the Services committee on 19 March 2019, the Enforcement Policy was placed out for public consultation as per legislative requirements.
- 4.2 While the draft policy was viewed over 300 times and downloaded 75 times, only a single minor comment was provided to Council. This was a minor grammatical issue which has been amended in the final Enforcement Policy.
- 4.3 The Enforcement Policy will guide Council in undertaking enforcement and compliance activities across the regulatory services (eg. parking, dogs, burning & waste/dumping), building compliance, and public safety areas. It also includes a model that provides for proportionate responses based on the intent of the person undertaking an activity. The *Criminal to Champion Scale* is introduced as the principle framework, and will allow teams within Council's administration to build effective decision making tools supporting this.
- 4.4 Pursuant to section 259 of the Local Government Act, Council is required to have a policy regarding the making and issuing of orders. The Enforcement Policy will replace the existing Order Making Policy to meet Council's obligations under the Local Government Act.

5. OPTIONS

Recommendation

1. Council endorses the Enforcement Policy presented; and
2. Council revokes the existing Order Making Policy as the Enforcement Policy takes its place regarding the making and issuing of Orders.

Option 2

That Council instruct administration to review and update the Order Making Policy with specific focus on the following areas:

1. _____
2. _____
3. _____

6. ANALYSIS OF OPTIONS

6.1 Recommendation Analysis

6.1.1 Analysis & Implications of the Recommendation

Under Section 259 of the Local Government Act, Council must take reasonable steps to prepare and adopt policies concerning the operation of enforcement of relevant legislation.

The Enforcement Policy covers all matters of enforcement and introduces the concept of an educative and information provision aspect to enforcement activities undertaken by Council. It will provide guidance to staff on undertaking enforcement activities in a consistent and fair manner.

6.1.2 Financial Implications

There are no financial or resource implications of endorsing the Enforcement Policy.

6.2 Option 2 Analysis

6.2.1 Analysis & Implications of Option 2

An administrative review of the current Order Making Policy will need to be conducted to ensure it reflects current legislation. The Order Making Policy does not provide for a broader educative approach as part of Council's enforcement activities.

6.2.2 Financial Implications

Minor legal costs in reviewing and redrafting the current Order Making Policy to reflect the changes made within the Local Government Act as well as costs associated with the public consultation of the proposed Order Making Policy will occur. These impacts can be managed within Council's current budget processes.



Enforcement Policy

playford.sa.gov.au



Enforcement Policy

This policy is set by Council for use by the community and council administration

ECM Document Set No.:

Version No.: 1

Date of Current Version 2 July 2018

Responsible Team Health, Environment & Regulatory Services

Other Key Internal Stakeholders Development Services, Governance Team

Initial Date of Adoption TBA

Last Reviewed N/A – New policy

Authorised By Ordinary Council

Resolution No.:

Legal Requirement Local Government Act 1999

Date of Next Review TBA

Electronic version is the controlled version. Printed copies are considered uncontrolled. Before using a printed copy, verify that it is the current version.

1. Purpose

Council is charged with legislative responsibilities which protect individuals and the community as a whole. Council's customers include both those on whom the law places a duty and those whom the law protects. While it is ultimately the responsibility of individuals and other bodies to comply with the law, Council staff are required to carry out activities which enforce compliance.

This policy is an "umbrella" policy which outlines the City of Playford's approach to enforcement matters and provides staff with direction about the manner in which enforcement activities are to be undertaken.

This Policy recognises that prevention of behaviours to avoid a breach of legislation is optimal; therefore education is a critical component in our roles. It is also recognised that prevention may not always be achievable, which is where encouragement and enforcement may take the lead role. This Policy aims to ensure the right balance of education, encouragement and enforcement is achieved.

In addition to setting the principles for good enforcement overall within our City, this Policy also covers our legislative requirement under Section 259 of the the Local Government Act for Council to establish a policy regarding the making and issuing of Orders.

2. Scope

This Policy is relevant to all enforcement actions undertaken under all legislation delegated to Council and Council staff, and its authorised contractors, for and on behalf of the City of Playford.

Departmental decision making frameworks and processes are not within the scope of this document.

It is incumbent on individual teams within Council to develop appropriate decision making processes and procedures in line with this Polciy and their legislative duties relevant to their area of responsibility.

3. Legislation and References

This Enforcement Policy regards to the following legislation:

City of Playford By-Laws

Development Act 1993 and Development Regulations

Dog and Cat Management Act 2005 and Regulations

Environment Protection Act 1993 and Regulations

Expiation of Offences Act 1996 and Regulations

Fire and Emergency Services Act 2005 and Regulations

Food Act 2001, Regulations and Codes

Housing Improvement Act 2016 and Regulations

Local Government Act 1999 and Regulations

Local Nuisance and Litter Control Act 2016 and Regulations

Private Parking Areas Act 1986 and Regulations

Road Traffic Act 1961, Regulations and Codes

South Australian Public Health Act 2011 and Regulations, Standards and Policies

Supported Residential Facilities Act 1992 and Regulations

Electronic version is the controlled version. Printed copies are considered uncontrolled. Before using a printed copy, verify that it is the current version.

4. Definitions

- 4.1. Council adopts a broad definition of “enforcement” which combines the provision of advice and assisting compliance with formal action where necessary. This is intended to encourage higher levels of voluntary compliance with legal requirements by individuals, businesses and other bodies.
- 4.2. **Authorised Officer** – a person whom is authorised under legislation to undertake tasks pursuant to that legislation.
- 4.3. **Council** – The City of Playford
- 4.4. **Order/Notice** – A written formal request to refrain or undertake works to ensure compliance with legislation
- 4.5. **Expiation** – The act of reparation for non compliance with a notice/order or a breach of legislation, for which a relevant ‘Expiation fee’ is applied.

5. Policy

5.1. Principles of Good Enforcement

Enforcement actions are taken within the context of both a legal and policy framework. Council staff will carry out their enforcement related work with due regard to the following principles:

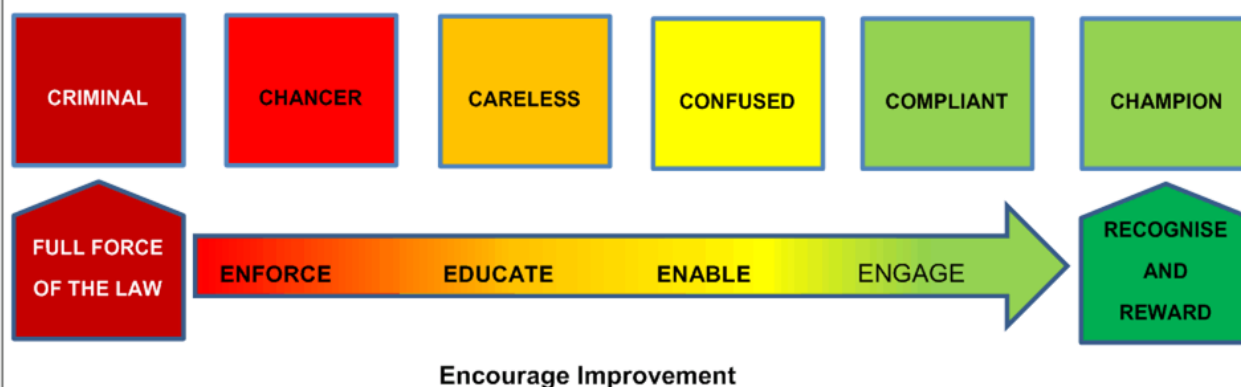
| | |
|-----------------|--|
| Consistency | Council will endeavour take a similar approach in similar cases to achieve similar outcomes. While decisions of enforcement require the use of professional judgement and discretion to asses varying circumstances, Officers will: <ul style="list-style-type: none"> • Follow standard operating procedures • Ensure fair, equitable and non-discriminatory treatment; and • Record any deviation from standard operating procedures and the reasons. |
| Outcome Driven | Council will provide support, advice and guidance to assist compliance with relevant legislation and build on community capability. |
| Transparency | Council will demonstrate impartiality, balance and integrity when it undertakes enforcement activities. |
| Accountability | Council is willing to explain their enforcement decisions and make available avenues for complaint or appeal. (see Complaints Handling Policy, and the <i>Expiation of Offences Act 1996</i>) |
| Proportionality | Enforcement measures are proportionate to the seriousness of the conduct. |

Electronic version is the controlled version. Printed copies are considered uncontrolled. Before using a printed copy, verify that it is the current version.

| | |
|------------------|---|
| Responsiveness | Enforcement responsiveness is proportionate to the particular circumstances in line with current service standards, and the risk to community. |
| Targeted | Enforcement activities are focused on the areas of assessed highest risk and the Service Standard of each relevant team. |
| Cross functional | We will work with other teams, portfolios and authorities towards effective enforcement activity. We will do this by means of exchanging information and joint working initiatives. |

Notwithstanding the above, Council will take immediate action when required (for example to ensure public health and safety or to protect the environment) and take firm action against those who act unlawfully when circumstances warrant.

Based on Councils assessment of the alleged offence and the principles outlined in this Enforcement Policy, an impartial and professional judgement on an effective enforcement strategy will be made. The following *Criminal Champion Scale* will help officers decide which enforcement options are most appropriate.



| Intent / Motivation | Examples / Scenarios | Possible Enforcement Response |
|---|--|--|
| Criminal – as defined by the relevant legislation in each case, but generally a behaviour associated with intentional or serious negligence leading to harm or injury. | Serious and repeated public health risk regarding a long term non-compliant food businesses; dog owner not complying with a Dangerous Dog Order | Prosecution, Referral to appropriate authority (eg. Police) |
| Chancer – someone who is reasonably expected to know the laws but is willing to risk it | Illegal dumping; Non-compliant long term food business proprietor; parking breaches | Notice, Expiation, Prosecution through election or repeated offences |
| Careless – someone who is reasonably expected to know the laws but has not given sufficient attention or thought to avoiding non-compliance | Dog owner failing to micro chip their dog; Poor stock rotation causing food to be sold after its use-by date; Noise or odour issues causing a nuisance | Education, Warning, Expiation for repeated offences |
| Confused – someone who has little experience or | A new food proprietor has commenced operation and has | Enable compliance, Education, Warning |

Electronic version is the controlled version. Printed copies are considered uncontrolled. Before using a printed copy, verify that it is the current version.

| | | |
|---|---|--|
| knowledge of the laws or someone who lacks clear distinction of the elements of the law and has accidentally breached it. | not supplied a food business notification form; Putting out hard waste on council verge | |
| Compliant – someone who is reasonably expected to know the laws and displays such knowledge, skills and experience to meet the requirements of laws. | Food premises meeting the minimum requirements 3 stars; Placing hardwaste in their property in the front yard adajecnt the boundary days before the collection; Dog owners having their dogs registered within the registration time. | Enable compliance, Positive Compliance reports, Council data and reporting |
| Champion – someone who understands the laws and displays knowledge, skills and experience, and is willing to educate and demonstrate to others. | Food premises attaining consistent 5 star rating; Residents who properly separate their refuse into the various waste streams; Dog owners that not only have their dogs registered but are obedience trained, microchipped and desexed. | Positive Compliance Reports, Recognition of attainment, reward with reduced fees where possible. |

5.2 Responsibilities

Only Officers who are competent by training, qualification and/or experience will be authorised to undertake enforcement activities. Officers will also have sufficient training and understanding of Council’s policies and procedures to ensure a consistent approach to their duties. Any decision to act other than in accordance with this policy must have approval from the relevant Manager and the reasons for action recorded in accordance with Council’s Records Management protocols. Officers are required to show their authorised officers identification card when requested to do so.

Officers must ensure they have the appropriate delegation and/or authorisation to undertake any enforcement matters.

5.3 Decision making process

The decision making process for each team may vary depending on the legislation that is being managed, and the community outcomes to be achieved. Appropriate and relevant decision making frameworks may be developed by individual teams or departments. Decision making frameworks will be developed in-line with, and make referece to, this Policy.

5.4 Enforcement Options

A number of enforcement options are available which will be dependent on the merits of each matter being considered. These options are as follows:

5.4.1 No Action

No action may be taken when, after investigation, no breaches of the legislation are discovered, or where the breach is insignificant or inconsequential with regard to community

Electronic version is the controlled version. Printed copies are considered uncontrolled. Before using a printed copy, verify that it is the current version.

impact. Where a decision is made to take no action, this decision will be forwarded to the person/s making a complaint in the form of written communication.

5.4.2 Mediation

Where appropriate, dependent upon the severity of the breach, Council will make mediation available.

5.4.3 Informal Action

Education and encouragement tools may be utilised in accordance with relevant team level Standard Operating Procedures, Policies and the Customer Guarantee. Other forms of informal action the officer may chose to utilise include:

- offering verbal advice;
- provison of information (eg Guidelines/ Fact sheets)
- corrective action requests;
- verbal warnings and requests for action; or
- written warnings.

5.4.4 Service of Orders/Notices

An Order/Notice is a written direction of Council requiring specific action to be taken to secure legislative compliance. A range of legislation administered across the organisation provides Authorised Officers with the ability to issue an Order/Notice and specific requirements as detailed in the relevant Act that the officer is authorised.

Notwithstanding the provisions of other legislation, Section 254 of the Local Government Act 1999 gives Council Order Making Powers that allows Authroised Officers to order a person to do, or to refrain from doing, a specified activity.

The process of issuing an order under the Order Making Power is defined in Section 255 of the Local Government Act.

5.4.5 Action regarding Default of Order/Notice

Failure to comply with Orders/Notices may incur further enforcement action such as Council taking action on default of the Order or Notice, or the issuing of an Expiation Notice, or the commencement of prosecution proceedings.

5.4.6 Service of an Expiation Notice

If an expiation fee is fixed by or under an Act, regulation or By-Law in respect of an offence, an Expiation Notice may be given under the Expiation of Offences Act 1999.

A person receiving an Expiation Notice is entitled to elect to be prosecuted for the alleged offence. Hence there must be substantial, reliable and admissible evidence that an identifiable person or organisation has committed the alleged offence. (There must be sufficient *prima facie* evidence to enable a conclusion to be reached that there is a reasonable prospect of being able to prove an offence).

Council Officers will use professional judgement and discretion to assess the variables relating to each matter under consideration. Where an Expiation Notice is issued for non-compliance with an Order, this will include the reasonableness of the actions required by the Order and the timeframe to comply.

Electronic version is the controlled version. Printed copies are considered uncontrolled. Before using a printed copy, verify that it is the current version.

5.4.7 Prosecution

A prosecution will only proceed where there is a reasonable prospect of a successful outcome being upheld in the relevant court .

Where circumstances warrant a prosecution all relevant evidence and information will be considered to enable a consistent, fair and objective decision to be made. Before a prosecution is recommended there must be substantial, reliable and admissible evidence that an identifiable person or organisation has committed the offence.

The final decision to prosecute will be made by the Chief Executive Officer or their delegate.

6.0 Responsibilities

The Health, Environment & Regulatory Services department will be responsible to implement the policy. However it is appreciated that this policy may impact other departments that are responsible for managing other pieces of legislation.

7.0 Relevance to Strategic Plan

This policy links to: Strategy 1 Our Foundations – Services, City Presentation and Community Pride.

8.0 Accessibility

This Policy will be located on Council's website.

9.0 Feedback

We invite your feedback on this policy which can be directed to 'Senior Manager Health, Environment and Regulatory Services' to playford@playford.sa.gov.au.

10.0 Approval and Change History

| Version | Approval Date | Approval by | Change |
|---------|---------------|------------------|---|
| 1 | 24/07/2018 | Ordinary Council | N/A – New policy (Revoke Order Making Policy) |
| | | | |
| | | | |

Electronic version is the controlled version. Printed copies are considered uncontrolled. Before using a printed copy, verify that it is the current version.

5.3 NAWMA BUDGET AND SERVICE AGREEMENT FOR 2019/20

Responsible Executive Manager : Mr Andrew Nesbitt

Report Author : Ms Renae Williams

Delegated Authority : Matters which cannot be delegated to a Committee or Staff.

Attachments : 1↓. NAWMA Annual Business Plan and Proposed Budget 2019-2020
 2↓. Proposed NAWMA Service Level Agreement 2019-2020

PURPOSE

To seek approval for the 2019/20 NAWMA (Northern Adelaide Waste Management Authority) Budget and the Annual Service Agreement between NAWMA and the City of Playford.

STAFF RECOMMENDATION

1. Council note the 2019/20 NAWMA Annual Business Plan;
2. Council endorse the 2019/20 Annual Service Agreement between NAWMA and the City of Playford; and
3. Council endorse the 2019/20 NAWMA Budget.

EXECUTIVE SUMMARY

The NAWMA Charter requires the draft NAWMA Budget and Service Agreement be endorsed by its Constituent Councils each year. As the Budget is developed with consideration to the Business Plan, it is standard practice for the Business Plan to be provided as supporting information at this time.

This report presents the NAWMA Budget to Council for endorsement as one of the three Constituent Councils that own NAWMA. The 2019/2020 NAWMA budget will deliver kerbside and hard waste collection services to over 40,000 households in the City of Playford, with a modest cost increase resulting primarily from anticipated factors such as continued growth in the Council area and the final stepped increase to the Solid Waste Levy.

From a service provision perspective, the key changes are:

- Following a successful grant application, a regional household paint and chemical drop off facility will be designed and built by October 2019. It will be available to Playford residents seven days a week at no charge.
- NAWMA has secured \$1.5M in funding for upgrades of the Material Recovery Facility (MRF), which includes commission of South Australia's first glass recovery plant. This upgrade will deliver further resource recovery and diversion of waste from landfill.

Other amendments to the 2019-2020 Service Agreement are of a minor nature to improve clarity, reporting requirements and reflect administrative processes.

1. BACKGROUND

The NAWMA budget preparation and Service Agreement review occur on an annual basis and are presented to each Constituent Council for endorsement in line with the NAWMA Charter. The 2019/20 Draft NAWMA budget (Attachment 1) outlines the anticipated costs associated with the kerbside collection services and hard waste service. This includes costs associated with administering the programs, as well as the collection, processing and disposal costs.

The Service Agreement provides the direction for NAWMA's service delivery and performance targets, while the Budget outlines the costs of delivering the services.

The Business Plan documents the objectives, activities, financial requirements and metrics for NAWMA to undertake the collection and management of waste, organics, and recycling for its Constituent Councils in a sustainable, efficient, and competitive manner.

2. RELEVANCE TO STRATEGIC PLAN

1: Smart Service Delivery Program

Outcome 1.1 High quality services and amenities

This decision will determine the Budget and delivery of ongoing waste management services for residents.

3. PUBLIC CONSULTATION

Council has no specific legislative responsibility to consult with the community regarding these items. However, Council's Annual Business Plan consultation includes the NAWMA Budget as the waste collection and management service provided to the community.

4. DISCUSSION

- 4.1 NAWMA's Annual Business Plan (Attachment 1) outlines key activities that NAWMA anticipates delivering throughout the coming year, and the Service Level Agreement (Attachment 2) provides a detailed outline of specific service delivery elements.
- 4.2 While Council budgets for waste collection through its annual planning processes, it must endorse the NAWMA Budget separately as part of its obligation as a part-owner of the regional subsidiary.
- 4.3 The NAWMA budget incorporates the Solid Waste Levy cost pressure and growth of the city, whereas Council considers these costs separately. The budget impact of the Solid Waste Levy is largely absorbed due to operational efficiencies in the NAWMA budget, with the waste disposal component of the budget is increasing by less than 1%.
- 4.4 The 2019/20 NAWMA budget sees cost pressures associated with the increasing number of households in a growing City. In addition, the uptake of Food and Green Organics collection services is anticipated to grow at 8.3%. This is due to an increased communications focus and the continued positive effect of removing the annual collection fee associated with this service (this was removed in 2014-2015).
- 4.5 There is a modest cost pressure on the hard waste collection component of the budget. This is due to the increased demand for the improved hard waste

collection service, and the introduction of the voucher option (introduced 2018-2019).

5. OPTIONS

Recommendation

1. Council note the 2019/20 NAWMA Annual Business Plan;
2. Council endorse the 2019/20 Annual Service Agreement between NAWMA and the City of Playford; and
3. Council endorse the 2019/20 NAWMA Budget.

Option 2

Council does not endorse the 2019/20 NAWMA Budget or Service Agreement at this time, and requests staff to renegotiate with NAWMA on the following points:

1. _____
2. _____
3. _____

6. ANALYSIS OF OPTIONS

6.1 Recommendation Analysis

6.1.1 Analysis & Implications of the Recommendation

By endorsing both the NAWMA Budget and Service Agreement, Council will continue to support its existing well-received kerbside waste management service.

6.1.2 Financial Implications

This report focusses on endorsing NAWMA's operating budget from the perspective of a part-owner of the regional subsidiary. The financial implications discussed below comment on the impact to Council while outlining the NAWMA position.

NAWMA presents a budget which incorporates city growth, cost pressures (such as the Solid Waste Levy), the 'Rise & Fall' on contracts (similar to CPI), and anticipated operational savings. NAWMA bundle this into a budget which is put to Council for endorsement, with the summary of their budget for the City of Playford shown below. A comprehensive budget is found in Attachment 1.

| 2018/19 | | | 2019/20 | |
|--------------------|------------------|----------------------|--------------------|------------------|
| Year | Month | Category | Year | Month |
| \$603,650 | \$50,304 | Admin Fees | \$603,650 | \$50,304 |
| \$1,489,573 | \$124,131 | Domestic Waste | \$1,575,127 | \$131,261 |
| \$639,566 | \$53,297 | Garden Organics | \$754,063 | \$62,839 |
| \$478,302 | \$39,859 | Household Hard Waste | \$538,406 | \$44,867 |
| \$1,162,423 | \$96,869 | Recycling | \$1,171,675 | \$97,640 |
| \$3,126,002 | \$260,500 | Waste Disposal | \$3,139,857 | \$261,655 |
| \$7,499,518 | \$624,960 | Total | \$7,782,777 | \$648,565 |

The draft NAWMA Budget results in a \$283,262 (3.78%) increase on the previous year.

The implications to Council's budget have been factored into Council's processes through the standard CPI and Growth allocations as well as a cost-pressure consideration to cover the State Government Waste Levy increase. For clarity, Council's internal budget processes for 2019/20 allocate:

| Budget pressure | Quantum (approx.) | Notes |
|------------------------------------|-------------------|--|
| General index at 1.9% | \$142,500 | This has been applied in the 2019-20 budget for the waste management service |
| Growth at 1.5% | \$109,000 | Note that growth occurs on a linear basis throughout the year at approx. 0.125% per month. While growth is stated at 1.5% this does not occur on 1 July, so the Growth allocation provides for 1.5% population growth <i>across</i> the year. However the service cost increases incrementally as the population grows each month. |
| Waste Levy increase to \$103/tonne | \$32,000 | This is in the 2019-20 budget as a cost pressure. While the levy increase is from \$100 to \$103/tonne, Council covers part of this cost pressure through the application of the general index. |
| Total | \$283,500 | |

Based on the above, there are no further impacts of the proposed NAWMA 2019/20 budget to Council's financial position.

6.2 Option 2 Analysis

6.2.1 Analysis & Implications of Option 2

Option 2 allows Council to identify issue(s) with the draft NAWMA Budget and/or the proposed Service Agreement, and instruct staff to renegotiate with NAWMA.

There are risks associated in relation to continued timely waste collection and disposal services.

6.2.2 Financial Implications

The financial implications of this option will be brought to Council after a renegotiation (if required) has occurred with NAWMA.

NAWMA

Draft Business Plan 2019/2020



1. Introduction:

The Business Plan, as prescribed in Clause 12 of the Charter, is to include an outline of NAWMA's objectives, that activities intended to be pursued, and the measurement tools defined to assess performance. It must also assess and summarise the financial requirements of NAWMA and set out the proposals to recover overheads and costs from the Constituent Councils.

The Draft 2019/2020 Business Plan documents the objectives, activities, financial requirements and metrics for NAWMA to undertake the collection and management of waste, organics, and recycling for Constituent Councils in a sustainable, efficient, and competitive manner. The Business Plan is to be read in conjunction with the broader strategic planning framework including the **Strategic Plan 2018-2025** and Long Term Financial Plan, and Risk Management Planning Framework.

2. Objectives

- 2.1. To provide a **governance framework** that allows a consultative approach to management of the Subsidiary by Constituent Councils, the Board and NAWMA Management Team
- 2.2. To actively seek **operational efficiencies** that improves NAWMA's competitive advantage in the arenas of recycling, food organics garden organics, waste management, kerbside collections and customer service
- 2.3. To incorporate **Workplace Health, Safety, and Quality** into decision making processes
- 2.4. To **educate and promote** recycling, waste diversion, and contamination management of the community in collaboration with Constituent Councils, staff and the Board
- 2.5. To provide a high-quality low-cost service and infrastructure to Constituent Councils where **financial performance** is underpinned by timely and accurate monitoring and reporting.

The overarching objectives to;

- *Deliver services efficiently and cost effectively*
- *Increase diversion from landfill*
- *Leadership in community education and information*

...will be delivered by being bold, innovative, worlds best practicing and transformational, whilst delivering local employment and business opportunities of global significance.

Table 2.1: Current Service Levels by Constituent Councils (and Client/Customer Councils)

| | | Services | | | | | | | | | | | | | |
|----------------------|---------------------------|------------------------------|-----------------------|--------------------|----------------------|--------------------------|---|---------------------------|-------------------------|--------------------------------------|------------------------|-----------------|---------------------------|-------------------|--------------------------------------|
| | | Core Services | | | | | | | | | | | | | |
| Constituent Council | | Kerbside Collection Contract | Hard Waste Collection | Hard Waste Voucher | Waste Bin Collection | Recycling Bin Collection | Food Organics Garden Organics (FOGO) Bin Collection | Customer Service Function | Education and Promotion | Bin Repairs/Maintenance/Replacements | Recyclables Processing | FOGO Processing | Resource Recovery Centres | Landfill Disposal | Free Household Chemical Detox Centre |
| Constituent Councils | City of Salisbury | x | x | x | x | x | Optional | x | x | x | x | x | x | x | Under development |
| | City of Playford | x | x | x | x | x | Optional | x | x | x | x | x | x | x | Under development |
| | Town of Gawler | x | trial | trial | x | x | Optional | x | x | x | x | x | x | x | under development |
| Client Councils | Regional & Metro Councils | | | | | | | | | | x | | | | |

3. Activities

3.1. Governance Framework

- 3.1.1. **Implement NAWMA’s new transformational Waste Management Strategy:** The NAWMA Board adopted the NAWMA Strategic Plan 2018-2025 in September 2018. The Strategy contains powerful performance drivers to lead NAWMA’s pathway to increase landfill diversion, improve existing processing infrastructure, and deliver education and behaviour change campaigns to our communities. 2019/2020 will be the first full year of implementation of the Strategy.
- 3.1.2. **Operations Reference Committee:** NAWMA has established an Operations Committee with the Constituent Councils. Officers from each Council meet with NAWMA operations staff to address service delivery, cross pollinate ideas, and reduce duplication of effort across the region. The Committee aims to meet at least Quarterly.
- 3.1.3. **Chief Executive Officer Quarterly Roundtables:** The three (3) Constituent Council Chief Executive Officers, NAWMA Independent Chairperson, and NAWMA Chief Executive Officer will continue to meet regularly to discuss common issues and innovation.
- 3.1.4. **Finance Enterprise System Integration (Microsoft Dynamics Navision):** NAWMA’s administration rolled out Microsoft Dynamics Navision in 2018. Across 2019/2020 it is intended that the Enterprise System will be integrated with the weighbridge platform (WinWeigh) to automate approximately 80% of all transactions. The final component will come with the adoption (or addition) of a customer records management (CRM) system, either within Microsoft Dynamics or as another integration.
- 3.1.5. **Service Level Agreements:** The NAWMA Charter requires a Service Level Agreement (SLA) to be developed with each Constituent Council. The structure and measurement metrics of the SLA will be reviewed in 2019/2020 in consultation with Constituent Councils, with a view to constructing a more modern template for future annual updates.
- 3.1.6. **Participate in State Government high level Working Groups:** NAWMA’s Chief Executive Officer has been invited to participate in several State Government working groups relating to waste management and recycling, being;
 - **China SWORD High Level Working Group (Chaired Green Industries SA):** A working group to identify the nature and impact of the China recyclables import restrictions on South Australia, both immediate and ongoing.
 - **SA Sustainable Procurement Working Group (Chaired Green Industries SA):** To provide strategic input and leadership into the development of a cohesive, collaborative and effective approach towards increasing domestic market demand for local recyclable materials and recycled-content products. This recognises the role of government and industry procurement in assisting with the longer-term structural adjustment of the waste sector and the benefits of a sustainable circular economy business model.
 - **Waste Reform High level Advisory Group (Chaired EPA):** High-Level Advisory Group to further promote the high-level understanding and provision of strategic advice in relation to the development and implementation of the Waste regulatory reforms.

Table 3.1: Summary of activities to deliver on the Governance Framework objective

| Activity number | Activity | 2018-2025 Strategic Plan Linkage | Metric |
|-----------------|------------------------------------|----------------------------------|---|
| 3.1.1 | Implement Strategic Plan 2015-2025 | All | Progress made on the implementation of the Strategic Plan |
| 3.1.2 | Operations Reference Committee | Objective 1, 2, 3 | Bi-monthly Committee Meetings held |

| | | | |
|-------|---|-------------------------|--|
| 3.1.3 | Chief Executive Officer Roundtables | Objective 1, 2 & 3 | Meetings held at least quarterly |
| 3.1.4 | Finance ERP System Integration | Objective 3 | Finance ERP System implemented as BAU, and informing decisions |
| 3.1.5 | Service Level Agreements | Strategies 1, 2, 5, & 8 | SLA's adopted |
| 3.1.6 | Participate in State Government High Level Working Groups | Strategies 10 & 11 | CEO representation on three (3) high level working groups |

3.2. Operational Efficiencies

- 3.2.1. **Upgrade of Research Road Transfer Station:** NAWMA, in consultation with City of Salisbury, will facilitate an upgrade and mechanisation of the resource recovery facility within the first twelve months of NAWMA control. It is envisaged that the site will host a revolve/repair function to increase recycling opportunities, but also engage with the community around skill development and social enterprise.
- 3.2.2. **Capital upgrade projects Material Recovery Facility:** NAWMA has been successful in securing \$1.5M in funding to upgrade and future proof the MRF. Through a series of capital improvements, NAWMA will expand the footprint of the MRF building, introduce robotics into the operations, and commission South Australia's first glass recovery plant. Through diligent financial modelling, and prudent project management, NAWMA will implement the capital works within 19/20 that will diver further resource recovery and diversion of waste from landfill.
- 3.2.3. **Develop Downstream (onshore) Markets for Recovered Recyclables:** To deliver on NAWMA's Commitment for 100% onshore processing of recovered resources by 2020, NAWMA needs to continue to identify and (where required) develop Australian markets. Particular focus will be in glass recovered fines, and plastics.
- 3.2.4. **(Opt-out)Food Organics Garden Organics (FOGO) Business Case and Planning;** Following an independent analysis and subsequent strategy modelling, NAWMA will now work with Constituent Councils to develop the final business case for rolling out the remaining (circa) 30,000 FOGO bins to properties currently not participating in the opt-in service. It is anticipated that the business planning will culminate in a 2020/2021 Budget Bid for a July 2021 rollout.
- 3.2.5. **Establish a regional household paint and chemical drop off facility:** Following successful grant funding, the facility, design, build and staff training is being finalised, with an estimated go-live date in September/October 2019. The home detox facility will be available to residents of the three Constituent Councils seven days a week to responsibly dispose of unwanted paint and chemicals at no charge.
- 3.2.6. **Ensure cell development, rehabilitation, and necessary capital and planning:** NAWMA's Business Plan and Draft 2019/2020 Budget has been developed to ensure adequate planning and funding is available to manage the Uleybury Landfill operational commitments, and continuous closure and rehabilitation of closed landfill areas.
- 3.2.7. **Longlist/Shortlist Landfill Alternatives:** As a first step in an extended diligence exercise, NAWMA will commission an independent longlist and shortlist study to identify all available (working) landfill alternative technologies that could be suitable for a NAWMA application.

Table 3.2: Summary of activities to deliver on the Operational Efficiency objective

| Activity number | Activity | 2018-2025 Strategic Plan Linkage | Metric |
|-----------------|---|---|--|
| 3.2.1 | Upgrade Research Road Transfer Station | Strategy 7 & 8 | Upgrade plans fully developed and commence upgrade construction |
| 3.2.2 | Capital Upgrade Materials Recovery Facility | Strategies 1, 3, 4, 5, 7, 8, 10 & 11. Objective 1 & 2 | Three capital upgrade projects completed |
| 3.2.3 | Develop Downstream (onshore) Markets for Recovered Recyclables | Objective 2; Strategies 4 & 10 | Local, domestic, Australian markets identified for recovered resources |
| 3.2.4 | (Opt-out)Food Organics Garden Organics (FOGO) Business Case and Planning | Objective 1; Strategies 1, 5, 7 & 9 | Business Case developed, and consultation workshops with Councils held; 20/21 Budget Bid developed |
| 3.2.5 | Establish a regional household paint and chemical drop off facility | Strategies 1 & 7 | Free household detox facility operational |
| 3.2.6 | Ensure cell development, rehabilitation, and necessary capital and planning | Objective 3 | Design work completed to maximise airspace |
| 3.2.7 | Longlist/Shortlist Landfill Alternatives | Objective 3; Strategies 8, 10 & 11 | Shortlist completed and presented to Board for next stage of diligence |

3.3. Workplace Health, Safety, and Quality

- 3.3.1. **Internalising Repair and Maintenance Functions:** In order to drive efficiency, utilisation, and quality/safety, NAWMA will move to an internal repair and maintenance function in 19/20. This integrated function will work across all four (4) sites, and fixed and mobile assets. The aim is to continue NAWMA's pathway as a safe workplace, but also as a local employer and skill developer in the Northern suburbs of Adelaide.
- 3.3.2. **Business Support Function:** NAWMA handles hundreds of thousands of transactions across the four (4) operational sites each year. These transactions are handled through a series of data platforms. To deliver efficient, cost effective, and safe services for our Constituent Councils, NAWMA will host its first internal business support function that will drive repeatable quality in each and every transaction. The resource for this position was endorsed by the NAWMA Board (28/02/19).
- 3.3.3. **Risk Management Software Platform (Skytrust):** NAWMA intends to continue to implement and integrate the Skytrust risk, safety and quality software platform, which is provided by the local government sector without cost.
- 3.3.4. **Implementation of Work Health Safety Plan 2017 - 2020:** NAWMA has developed the 2017-2020 Work Health Safety Plan and Framework to drive strategic and operational safety decision making and improvements. The Plan is structured around three (3) key programs;
- WHS Management System Build
 - Hazard Management (Task, Plant, Chemical, Manual)
 - WHS Training

The Plan also identifies significant projects for safety control across NAWMA's Edinburgh North (Bellchambers) site and the Uleybury Landfill and Renewable Energy Park.

Led by the Chief Executive and Senior Management Team, NAWMA's WHS and Environmental Officer will continue to implement the Plan.

- 3.3.5. **Plan with Programs:** In conjunction with the Local Government Workers Compensation Scheme (LGWCS) and Local Government Mutual Liability Scheme (LGMLS), NAWMA has prepared a three (3) year Plan with Programs that will assist in transitioning the organisation more completely into the Model One System. The Scheme audits NAWMA against progress in implementing the Plan with Programs every two (2) years. Progress on the Plan with Programs will feature heavily in WHS Committee Meetings and reporting through the Audit Committee.

Table 3.3: Summary of activities to deliver on the Workplace Health & Safety objective

| Activity number | Activity | 2018-2025 Strategic Plan Linkage | Metric |
|-----------------|--|----------------------------------|--|
| 3.3.1 | Internalising Repair and Maintenance Functions | Strategy 9 | Key resources secured internally to drive R&M program |
| 3.3.2 | Business Support Function | Strategy 10 & 11 | Position filled, and driving efficiencies through data centred decision making |
| 3.3.3 | Risk Management Software Platform (Skytrust): | Strategy 10 | Skytrust implemented and integrated into business as usual |
| 3.3.4 | Implementation of WHS Plan 2017-2020 | | Plan implementation progressed towards 2020 completion and integration across organisation |
| 3.3.5 | Plan with Programs | - | Plan with Programs developed |

3.4. Communications

- 3.4.1. **Targeted education – resource recovery and circular economy practices:** A targeted and sustained campaign aimed at increasing the knowledge base and participation rate of residents. The campaign is aimed at reducing contamination in the kerbside yellow and green top bins and increasing the use of NAWMA's two Resource Recovery Centres and hard waste service. Importantly, the campaign provides a wider context for individual actions so that people better understand their personal responsibility within the circular economy.
- 3.4.2. **Expansion of public facing community information:** In consultation with Constituent Councils and relevant agencies (i.e., Green Industries SA), NAWMA will continue to develop its suite of branded resources which are increasingly being looked to as a source of accurate and up-to-date information regarding waste management and recycling services across the three Constituent Councils and beyond. Resources include (but are not limited to) the NAWMA website which provides online services and information, flyers, community posters, tours, newspaper adverts, Council magazine articles, videos, targeted email groups and presentations. Posters and presentations will occur in English and other key languages. NAWMA will continue to tap into Constituent Council social media platforms.
- 3.4.3. **Improved data capture from collection vehicles:** NAWMA intends to partner with collection contractor Suez Environmental to utilise the collection vehicle to capture important information for Constituent Councils. For example, the driver of the collection vehicle will be trialled to identify illegal dumping incidents and report them to NAWMA using an online platform. This information will be used to improve responsiveness to illegal dumping events in the trial

3.4.4. **Development of a coordinated Resource Recovery Communications and Education Plan:** Drawing from the identified priorities above, and in consultation with the Constituent Councils and Board, NAWMA will develop a coordinated Communications and Education Plan to drive further resource recovery, landfill diversion, contamination management and sustained behaviour change.

Table 3.4: Summary of activities to deliver on the Communications objective

| Activity number | Activity | 2018-2025 Strategic Plan Linkage | Metric |
|-----------------|--|----------------------------------|--|
| 3.4.1 | Targeted education – resource recovery and circular economy practices | Objective 1; Strategy 2 & 10 | Campaign delivered and influencing diversion and contamination results (measured through 2020 kerbside audit) |
| 3.4.2 | Expansion of public facing community information | Objective 1; Strategies 2 & 10 | Promotional material delivered in face to face setting, in addition to public facing collateral |
| 3.4.3 | Improved data capture from collection vehicles | Strategies 2 & 9 | On board fleet system implemented with working access provided to NAWMA to assist customer service, and contamination management |
| 3.4.4 | Development of a coordinated Resource Recovery Communications and Education Plan | Objective 1; Strategies 2 & 10 | Consultation with Councils. Workshop with Board. Development of a Draft Plan for endorsement |

Table 3.5: Summary of Business Plan activities

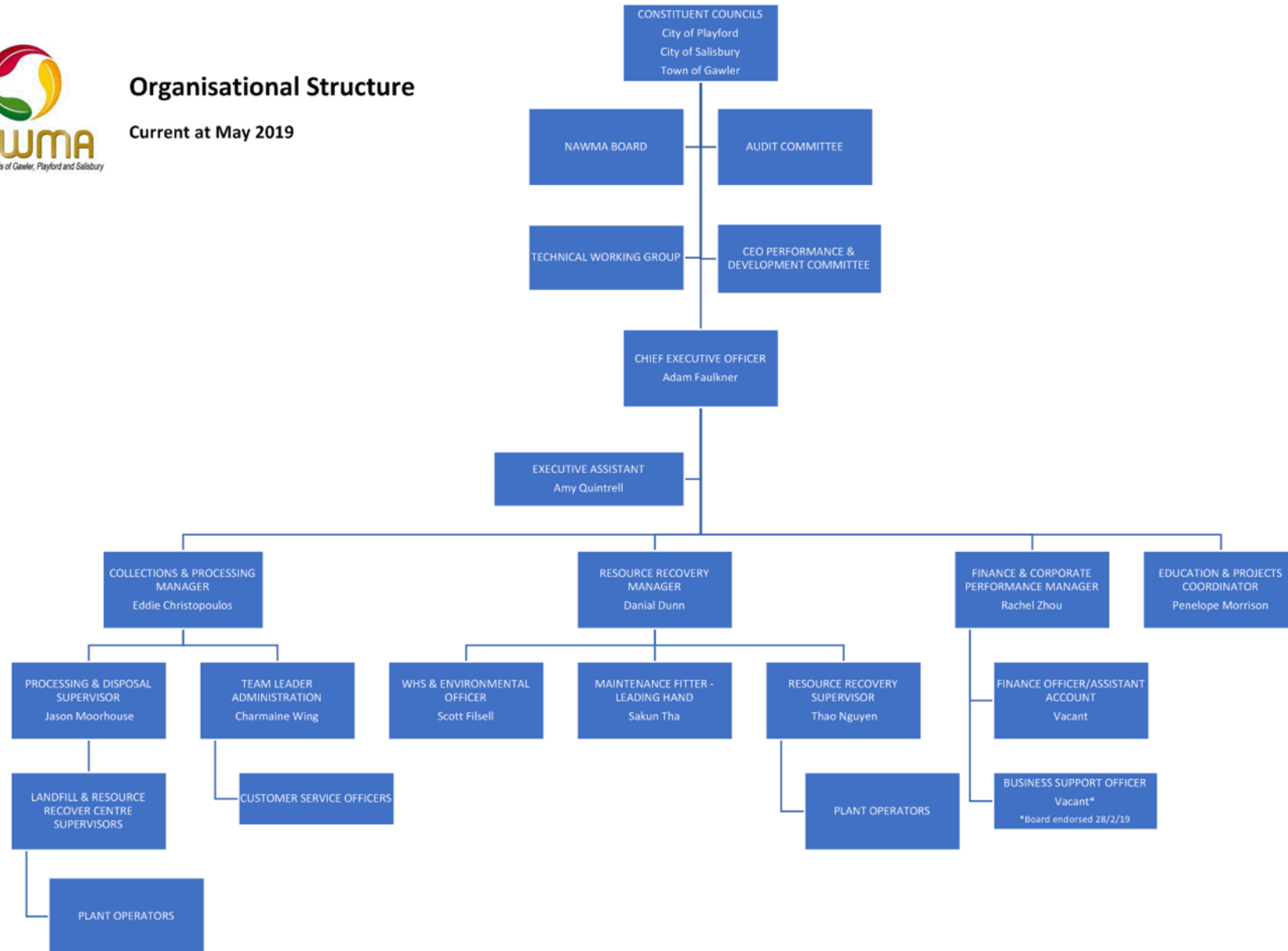
Table 3.5: Summarised Draft 2019/2020 NAWMA Annual Business Plan

| Draft 2019/2020 Annual Business Plan Identified Priority Activities | Primary Responsible Officer |
|--|------------------------------------|
| Implement NAWMA's new transformational Waste Management Strategy | Chief Executive Officer |
| Operations Reference Committee | Collections and Disposal Manager |
| Chief Executive Officer Quarterly Roundtables | Chief Executive Officer |
| Finance Enterprise System Integration (Microsoft Dynamics Navision) | Finance Manager |
| Service Level Agreements | Collections and Disposal Manager |
| Participate in State Government high level Working Groups | Chief Executive Officer |
| Upgrade of Research Road Transfer Station | Collections and Disposal Manager |
| Capital upgrade projects Material Recovery Facility | Resource Recovery Manager |
| Develop Downstream (onshore) Markets for Recovered Recyclables | Chief Executive Officer |
| (Opt-out)Food Organics Garden Organics (FOGO) Business Case and Planning | Chief Executive Officer |
| Establish a regional household paint and chemical drop off facility | Collections and Disposal Manager |
| Ensure cell development, rehabilitation, and necessary capital and planning: | Collections and Disposal Manager |
| Longlist/Shortlist Landfill Alternatives | Chief Executive Officer |
| Internalising Repair and Maintenance Functions | Resource Recovery Manager |
| Business Support Function | Team Leader Administration |
| Risk Management Software Platform (Skytrust): | WHS & Environmental Officer |
| Implementation of WHS Plan 2017-2020 | WHS & Environmental Officer |
| Plan with Programs | WHS & Environmental Officer |
| Targeted education – resource recovery and circular economy practices | Education & Projects Coordinator |
| Expansion of public facing community information | Education & Projects Coordinator |
| Improved data capture from collection vehicles | Collections and Disposal Manager |
| Development of a Coordinated Resource Recovery Communications and Education Plan | Education & Projects Coordinator |



Organisational Structure

Current at May 2019



4. The Draft 2019/2020 Budget (**Appendix A**) has been constructed in tandem with the development of the Draft Business Plan.

DRAFT

| Individual Business Unit Budget Performance | | |
|---|-------------|---------------------------|
| DRAFT 2019 - 2020 BUDGET | | |
| Kerbside | | |
| Operating Income | | |
| Kerbside Collections | | |
| Member Waste | \$4,066,030 | |
| Member Recycling | \$2,116,569 | |
| Member FOGO | \$1,636,104 | |
| Total Kerbside Collection Income | | <u>\$7,818,704</u> |
| Hardwaste | | |
| Hardwaste Salisbury | \$137,737 | |
| Hardwaste Playford | \$169,945 | |
| Hardwaste Gawler | - | |
| Total Hardwaste Income | | <u>\$307,682</u> |
| MGB's | \$406,065 | |
| Total MGB Income | | <u>\$406,065</u> |
| Total Operating Income | | <u>\$8,532,451</u> |
| Operating Expenditure | | |
| Kerbside Collections | | |
| Member Waste | \$4,066,030 | |
| Member Recycling | \$2,116,569 | |
| Member FOGO | \$1,636,104 | |
| Total Kerbside Collection Income | | <u>\$7,818,704</u> |
| Hardwaste | | |
| Hardwaste Salisbury | \$137,737 | |
| Hardwaste Playford | \$169,945 | |
| Hardwaste Gawler | - | |
| Total Hardwaste Income | | <u>\$307,682</u> |
| MGB's | \$406,065 | |
| MGB's Expense | | <u>\$406,065</u> |
| Production | | |
| Employee Costs | \$76,271 | |
| Total Production Expenditure | | <u>\$76,271</u> |
| Total Operating Expenditure | | <u>\$8,608,722</u> |
| Gross Operating Profit / (Loss) | | <u>(\$76,271)</u> |
| Depreciation | | - |
| Amortisation | | - |
| Rehabilitation Provisions | | - |
| Impairment Of Assets | | - |
| Net Operating Profit / (Loss) | | <u>(\$76,271)</u> |

| Individual Business Unit Budget Performance | | |
|---|-------------|---------------------|
| DRAFT 2019 - 2020 BUDGET | | |
| Waste | | |
| Operating Income | | |
| Waste Processing and Disposal | | |
| Member Waste | \$3,016,947 | |
| Member\Non Member Recycling | \$277,020 | |
| Commercial | \$2,008,921 | |
| Total Waste Processing Income | | \$5,302,887 |
| Hardwaste Processing | | |
| Hardwaste Salisbury | \$118,414 | |
| Hardwaste Playford | \$146,104 | |
| Total Hardwaste Income | | \$264,518 |
| State Waste Levy | | |
| Member Levy | \$5,754,546 | |
| Commercial | \$1,421,011 | |
| MRF Levy | \$821,940 | |
| Total State Waste Levy Income | | \$7,997,497 |
| Other income | | |
| Building Lease income | \$187,330 | |
| Total Waste Income | | \$187,330 |
| Total Operating Income | | \$13,752,232 |
| Operating Expenditure | | |
| Waste Processing and Disposal | | |
| Commercial | \$313,338 | |
| Total Waste Processing and Disposal expenditure | | \$313,338 |
| Hardwaste | | |
| Hardwaste Salisbury | \$118,414 | |
| Hardwaste Playford | \$146,104 | |
| Total Hardwaste Expenditure | | \$264,518 |
| State Waste Levy | | |
| Member Levy | \$5,754,546 | |
| Commercial | \$1,421,011 | |
| MRF Levy | \$821,940 | |
| Total State Waste Levy | | \$7,997,497 |
| Production | | |
| Employee Costs | \$276,540 | |
| Administration & Promotion | \$29,000 | |
| Operating Costs | \$2,848,373 | |
| Work, Health & Safety | \$18,000 | |
| Fees, Charges & Taxes | \$287,573 | |
| Finance Costs | \$95,248 | |
| Total Production Expenditure | | \$3,554,734 |
| Total Operating Expenditure | | \$12,130,087 |
| Gross Operating Profit / (Loss) | | \$1,622,145 |
| Depreciation | \$271,800 | |
| Amortisation | \$529,366 | |
| Rehabilitation Provisions | \$55,010 | |
| Net Operating Profit / (Loss) | | \$765,968 |

| Individual Business Unit Budget Performance | | |
|---|-------------|---------------------------|
| DRAFT 2019 - 2020 BUDGET | | |
| Recycling | | |
| Operating Income | | |
| Waste Processing and Disposal | | |
| Member Waste | \$72,991 | |
| Total Waste Processing Income | | <u>\$72,991</u> |
| Recyclable Materials Sales | | |
| MRF Sales | \$2,825,124 | |
| Total Recyclable Materials Sales | | <u>\$2,825,124</u> |
| Fees & Charges Income | | |
| MRF Sort Fees | \$300,330 | |
| Non Member State Waste Levy | \$194,670 | |
| Total Fees and Charges Income | | <u>\$495,000</u> |
| Total Operating Income | | <u><u>\$3,393,115</u></u> |
| Operating Expenditure | | |
| State Waste Levy | | |
| State Waste Levy | \$194,670 | |
| Total State Waste Levy | | <u>\$194,670</u> |
| Production | | |
| Employee Costs | \$591,392 | |
| Administration & Promotion | \$42,700 | |
| Operating Costs | \$2,205,279 | |
| Work, Health & Safety | \$21,280 | |
| Fees, Charges & Taxes | \$20,500 | |
| Finance Costs | \$324,493 | |
| Total Production Expenditure | | <u>\$3,205,644</u> |
| Total Operating Expenditure | | <u><u>\$3,400,314</u></u> |
| Gross Operating Profit / (Loss) | | <u><u>(\$7,199)</u></u> |
| Depreciation | \$913,902 | |
| Amortisation | - | |
| Rehabilitation Provisions | - | |
| Impairment Of Assets | - | |
| Net Operating Profit / (Loss) | | <u><u>(\$921,101)</u></u> |

| Individual Business Unit Budget Performance | | |
|---|-----------|------------------|
| DRAFT 2019 - 2020 BUDGET | | |
| Organics | | |
| Included in Kerbside\Waste | | |
| Operating Income | | |
| FOGO Processing and Disposal | | |
| Member Waste | \$920,358 | |
| Total FOGO Processing Income | | <u>\$920,358</u> |
| Total Operating Income | | <u>\$920,358</u> |
| Operating Expenditure | | |
| FOGO Processing and Disposal | \$920,358 | |
| Total FOGO Processing Expenditure | | <u>\$920,358</u> |
| Total Operating Expenditure | | <u>\$920,358</u> |
| Gross Operating Profit / (Loss) | | <u>-</u> |
| Depreciation | - | |
| Amortisation | - | |
| Rehabilitation Provisions | - | |
| Impairment Of Assets | - | |
| Net Operating Profit / (Loss) | | <u>-</u> |

| Individual Business Unit Budget Performance | | |
|---|-------------|---------------------------|
| DRAFT 2019 - 2020 BUDGET | | |
| Transfer Station | | |
| Operating Income | | |
| Transfer Station Gate Fees | | |
| Transfer Station Gate Fees | \$3,565,127 | |
| Total Waste Processing Income | | <u>\$3,565,127</u> |
| Hardwaste Vouchers | | |
| Hardwaste Salisbury | \$264,439 | |
| Hardwaste Playford | \$197,337 | |
| Hardwaste Gawler | - | |
| Total Hardwaste Income | | <u>\$461,776</u> |
| Total Operating Income | | <u><u>\$4,026,902</u></u> |
| Operating Expenditure | | |
| Waste Disposal | \$155,046 | |
| Total Waste Disposal Expenditure | | <u>\$155,046</u> |
| Hardwaste | | |
| Hardwaste Salisbury | \$28,481 | |
| Hardwaste Playford | \$42,656 | |
| Hardwaste Gawler | - | |
| Total Hardwaste Expenditure | | <u>\$71,137</u> |
| Production | | |
| Employee Costs | \$447,278 | |
| Administration & Promotion | \$24,300 | |
| Operating Costs | \$2,936,357 | |
| Work, Health & Safety | \$10,000 | |
| Fees, Charges & Taxes | \$7,800 | |
| Finance Costs | - | |
| Total Production Expenditure | | <u>\$3,425,735</u> |
| Total Operating Expenditure | | <u><u>\$3,651,918</u></u> |
| Gross Operating Profit / (Loss) | | <u><u>\$374,984</u></u> |
| Depreciation | \$76,483 | |
| Amortisation | - | |
| Rehabilitation Provisions | - | |
| Impairment Of Assets | - | |
| Net Operating Profit / (Loss) | | <u><u>\$298,502</u></u> |

| Individual Business Unit Budget Performance | |
|---|---------------------------|
| DRAFT 2019 - 2020 BUDGET | |
| Corporate | |
| Operating Income | |
| Hardwaste Administration Income | |
| Hardwaste Salisbury | \$26,282 |
| Hardwaste Playford | \$25,020 |
| Hardwaste Gawler | - |
| Total Hardwaste Income | <u>\$51,302</u> |
| Administration Income | |
| Member Administration Fees | \$1,708,606 |
| Grant Income | \$1,500,000 |
| Research Rd contribution - CoS | \$450,000 |
| Interest on Deposits | \$22,360 |
| Promotions Income | \$119,262 |
| Other Income | \$48,000 |
| Total Administration Income | <u>\$3,848,228</u> |
| Total Operating Income | <u><u>\$3,899,531</u></u> |
| Operating Expenditure | |
| Administration Expenditure | |
| Hardwaste Administration | - |
| Employee Costs | \$1,095,003 |
| Administration & Promotions | \$739,199 |
| Work, Health & Safety | \$5,963 |
| Fees, Charges & Taxes | \$27,400 |
| Governance | \$79,500 |
| Finance Costs | - |
| Total Administration Expenditure | <u>\$1,947,065</u> |
| Total Operating Expenditure | <u><u>\$1,947,065</u></u> |
| Gross Operating Profit / (Loss) | <u><u>\$1,952,466</u></u> |
| Depreciation | \$37,021 |
| Amortisation | - |
| Rehabilitation Provisions | - |
| Impairment Of Assets | - |
| Net Operating Profit / (Loss) | <u><u>\$1,915,445</u></u> |

| NORTHERN ADELAIDE WASTE MANAGEMENT AUTHORITY | | | |
|--|--|-----------------|-----------------|
| (BUDGETED) UNIFORM PRESENTATION OF FINANCES FOR THE YEAR ENDED 30 JUNE 2020 | | | |
| 2017/18 | | 2018/19 | 2019/20 |
| \$000 | | \$000 | \$000 |
| Actual | | BR2 | DRAFT |
| 29,288 | Operating Revenues | 32,952 | 32,575 |
| (29,537) | less Operating Expenses | (33,113) | (32,542) |
| (249) | Operating Surplus/(Deficit) before Capital Amounts | (160) | 33 |
| | <i>less Net Outlays on Existing Assets</i> | | |
| - | Capital Expenditure on renewal and replacement of Existing Asset | - | - |
| (1,345) | <i>less Depreciation, Amortisation, Impairment and movement in Landfill Provisions</i> | 1,451 | 1,299 |
| 0 | <i>less Proceeds from Sales of Replaced Assets</i> | - | - |
| (1,345) | | 1,451 | (1,299) |
| | <i>less Net Outlays on New and Upgraded Assets</i> | | |
| 6,075 | Capital Expenditure on New and Upgraded Assets | (686) | (4,386) |
| (4,454) | <i>less Amounts received specifically for New and Upgraded Assets</i> | 99 | 2,236 |
| 0 | <i>less Proceeds from Sales of Replaced Assets</i> | - | - |
| 1,621 | | (785) | (2,150) |
| (525) | Net Lending / (Borrowing) for Financial Year | 506 | (3,417) |

| NORTHERN ADELAIDE WASTE MANAGEMENT AUTHORITY | | | |
|---|--|---------------|---------------|
| (BUDGETED) STATEMENT OF COMPREHENSIVE INCOME FOR THE YEAR ENDED 30 JUNE 2020 | | | |
| 2017/18 | | 2018/19 | 2019/20 |
| \$000 | | \$000 | \$000 |
| Actual | | BR2 | DRAFT |
| INCOME | | | |
| 29,026 | User Charges | 32,714 | 32,317 |
| 108 | Investment Income | - | 22 |
| 77 | Reimbursements | - | 48 |
| - | Reduction in Landfill | - | - |
| 131 | Other | 238 | 187 |
| 29,342 | TOTAL OPERATING REVENUE | 32,952 | 32,575 |
| EXPENSES | | | |
| 2,191 | Employee Costs | 2,583 | 2,484 |
| 25,524 | Materials, Contracts and Other Expenses | 28,682 | 28,339 |
| 1,449 | Depreciation, Amortisation and Impairment | 1,451 | 1,299 |
| 373 | Finance Costs | 397 | 420 |
| 0 | Other Expenses | - | - |
| 29,537 | TOTAL EXPENSES | 33,113 | 32,542 |
| (195) | OPERATING SURPLUS / (DEFICIT) | (160) | 33 |
| (1) | Net Gain / (Loss) on Disposal of Assets | - | - |
| 115 | Amounts received specifically for new/upgraded assets | 250 | 1,950 |
| (81) | NET SURPLUS / (DEFICIT) | 90 | 1,983 |
| - | Other Comprehensive Income | - | - |
| 45 | Changes in revaluation surplus - infrastructure, property, plant and equipment | - | - |
| (36) | TOTAL COMPREHENSIVE INCOME | 90 | 1,983 |
| (36) | NET SURPLUS / (DEFICIT) | 90 | 1,983 |

NORTHERN ADELAIDE WASTE MANAGEMENT AUTHORITY

(BUDGETED) STATEMENT OF CASH FLOWS FOR THE YEAR ENDED 30 JUNE 2020

| 2017/18 \$000 Actual | | 2018/19 \$000 BR2 | 2019/20 \$000 DRAFT |
|---|--|-------------------------|---------------------------|
| CASH FLOWS FROM OPERATING ACTIVITIES | | | |
| RECEIPTS | | | |
| 28,933 | Operating Receipts | 32,952 | 32,552 |
| 108 | Investment Receipts | 0 | 22 |
| PAYMENTS | | | |
| (28,338) | Operating Payments to Suppliers and Employees | (31,344) | (30,823) |
| (323) | Finance Costs | (397) | (420) |
| 380 | NET CASH RECEIVED IN OPERATING ACTIVITIES | 1,211 | 1,332 |
| CASH FLOWS FROM INVESTING ACTIVITIES | | | |
| RECEIPTS | | | |
| 115 | Amounts specifically for new or upgraded assets | 250 | 1,950 |
| 5 | Sale of Surplus Assets | - | - |
| PAYMENTS | | | |
| (6,075) | Expenditure on Renewal / Replacement Assets | - | - |
| (1,018) | Expenditure on New / Upgraded Assets | (686) | (4,386) |
| (6,973) | NET CASH USED IN INVESTING ACTIVITIES | (436) | (2,436) |
| CASH FLOWS FROM FINANCING ACTIVITIES | | | |
| RECEIPTS | | | |
| 4,454 | Proceeds from Borrowings | 99 | 2,236 |
| PAYMENTS | | | |
| (1,082) | Repayment of Borrowings | (1,002) | (1,186) |
| 3,372 | NET CASH USED IN FINANCING ACTIVITIES | (903) | 1,050 |
| (3,221) | NET INCREASE (DECREASE) IN CASH HELD | (128) | (54) |
| 4,282 | CASH AT BEGINNING OF REPORTING PERIOD | 1,061 | 933 |
| 1,061 | CASH AT END OF REPORTING PERIOD | 933 | 879 |

NORTHERN ADELAIDE WASTE MANAGEMENT AUTHORITY**(BUDGETED) STATEMENT OF FINANCIAL POSITION FOR THE YEAR ENDED 30 JUNE 2020**

| 2017/18 \$000 Actual | | 2018/19 \$000 BR2 | 2019/20 \$000 DRAFT |
|--------------------------------|---|-------------------------|---------------------------|
| CURRENT ASSETS | | | |
| 1,061 | Cash and Cash Equivalents | 933 | 879 |
| 49 | MRF Inventory | 49 | 49 |
| 2,689 | Trade and Other Receivables | 2,689 | 2,689 |
| 3,799 | TOTAL CURRENT ASSETS | 3,671 | 3,617 |
| NON-CURRENT ASSETS | | | |
| 1,018 | Financial Assets | 1,018 | 1,018 |
| 15,567 | Infrastructure, Property, Plant and Equipment | 14,856 | 17,942 |
| 0 | Other Non-Current Assets | - | - |
| 16,585 | TOTAL NON-CURRENT ASSETS | 15,874 | 18,960 |
| 20,384 | TOTAL ASSETS | 19,545 | 22,577 |
| CURRENT LIABILITIES | | | |
| 2,271 | Trade and Other Payables | 2,271 | 2,271 |
| 1,079 | Borrowings | 1,068 | 991 |
| 263 | Provisions | 183 | 183 |
| 3,613 | TOTAL CURRENT LIABILITIES | 3,522 | 3,445 |
| NON-CURRENT LIABILITIES | | | |
| | Trade and Other Payables | | |
| 2,605 | Provisions | 2,659 | 2,659 |
| 7,415 | Borrowings | 6,523 | 7,650 |
| - | Other Non-Current Liabilities | - | - |
| 10,020 | TOTAL NON-CURRENT LIABILITIES | 9,182 | 10,309 |
| 13,633 | TOTAL LIABILITIES | 12,704 | 13,754 |
| 6,751 | NET ASSETS | 6,841 | 8,823 |
| EQUITY | | | |
| 6,091 | Accumulated Surplus | 6,181 | 8,163 |
| 660 | Asset Revaluation Reserve | 660 | 660 |
| - | Other Reserves | - | - |
| 6,751 | TOTAL EQUITY | 6,841 | 8,823 |

NORTHERN ADELAIDE WASTE MANAGEMENT AUTHORITY

(BUDGETED) STATEMENT OF CHANGES IN EQUITY FOR THE YEAR ENDED 30 JUNE 2020

| 2017/18 \$000 Actual | | 2018/19 \$000 BR2 | 2019/20 \$000 DRAFT |
|----------------------------------|--|-------------------------|---------------------------|
| ACCUMULATED SURPLUS | | | |
| 6,172 | Balance at beginning of period | 6,091 | 6,181 |
| (81) | Net Surplus / (Deficit) | 90 | 1,983 |
| - | - Transfers from reserves | - | - |
| - | - Transfers to reserves | - | - |
| - | - Distribution to Councils | - | - |
| 6,091 | Balance at end of period | 6,181 | 8,163 |
| ASSET REVALUATION RESERVE | | | |
| 615 | Balance at beginning of period | 660 | 660 |
| 45 | Gain on Revaluation of Infrastructure, Property, Plant and Equipment | - | - |
| - | - Transfers from reserve | - | - |
| 660 | Balance at end of period | 660 | 660 |
| 6,751 | TOTAL EQUITY | 6,841 | 8,823 |

NORTHERN ADELAIDE WASTE MANAGEMENT AUTHORITY

(BUDGETED) STATEMENT OF NON OPERATING EXPENDITURE FOR THE YEAR ENDED 30 JUNE 2020

| 2017/18 \$000 Actual | | 2018/19 \$000 BR2 | 2019/20 \$000 DRAFT |
|----------------------------|--|-------------------------|---------------------------|
| | (81) OPERATING ACTIVITIES SURPLUS / (DEFICIT): | 90 | 1,983 |
| | OTHER INCOME (NON OPERATING): | | |
| 4,454 | Loan Principal Drawdown | 99 | 2,236 |
| 1,116 | Depreciation | 872 | 892 |
| 480 | Amortisation | 525 | 529 |
| 6,050 | TOTAL OTHER INCOME | 1,496 | 3,657 |
| | OTHER EXPENDITURE (NON OPERATING): | | |
| | <i>2017-18 Adopted Budget Capital Items</i> | | |
| 310 | Woomera Ave Civil Works | - | - |
| 59 | Office Fit out | 25 | - |
| | Woomera Ave Upgrades | - | 2,470 |
| | <i>Carryover Capital Items</i> | - | - |
| 663 | MRF Plant | - | 1,266 |
| 4,200 | Woomera Ave Property Acquisition | - | - |
| 18 | Bale Cross-wrap Equipment | - | - |
| | <i>New Capital Proposals</i> | - | - |
| | MRF Solar | 99 | - |
| 335 | New Weighbridge - Bellchambers | - | - |
| 107 | Bellchambers Road Upgrade | - | - |
| 13 | Office Refurbishment/Furniture | 5 | 50 |
| 99 | Landfill Capping | 80 | - |
| 48 | MRF Sweeper | - | - |
| 11 | MRF Critical Spares | - | - |
| 12 | Education Centre | - | - |
| 37 | Administration ICT Systems | 30 | - |
| 160 | Norske Baler | 322 | - |
| 0 | Replacement Baler - Waste Processing | - | - |
| 0 | Research Road Upgrade | - | 600 |
| 0 | Motor Vehicle (Landfill & Maintenance Vehicles) | 45 | - |
| 0 | Landfill Capital Acquisitions | - | - |
| 0 | RRC & WPF Bin renewal | - | - |
| | <i>Loan Repayments</i> | | |
| 1,082 | Loan Principal Repayments | 1,002 | 1,186 |
| 7,157 | TOTAL OTHER EXPENDITURE | 1,608 | 5,572 |
| | (1,107) NET SURPLUS / (DEFICIT) NON OPERATING | (111) | (1,915) |
| | (1,188) CONSOLIDATED BUDGET SURPLUS / (DEFICIT) | (22) | 68 |

| Financial Ratio Analysis for the Period 1 July 2019 - 30 June 2020 | | | |
|--|--|--|--------|
| Result | Description | Board accepted Range | Within |
| Net Financial Liabilities Ratio | | | |
| 3% | Provides a measure of the Authority's ability to generate sufficient revenues from its operating activities to meet its financial obligations. | < 80% | ✓ |
| Net Landfill Liabilities Ratio | | | |
| 66% | Provides a guide as to the level of cash reserves held to fund landfill liabilities at a point in time. | > 100% | ✗ |
| Interest Cover Ratio | | | |
| 1.3% | Ratio used to determine how easily the Authority can pay interest on outstanding debt. | < 5% | ✓ |
| Quick Ratio | | | |
| 1.05 | Provides an indication of the ability of the Authority to pay back its short term liabilities. A higher ratio indicates a greater ability to meet short term debt. | > 1:1 | ✓ |
| Landfill Compaction Rate | | | |
| 0.85 | Compare the planned versus actual compaction rate achieved to ensure rate of landfill airspace consumption is measured accurately. Tolerable variance of 2.5% applied to overall compaction rate. Rate applicable as from 30 June 2018 based on last aerial survey. Historic compaction since 2005 is 0.87m ³ | 0.83 - 0.87 tonnes / m ³ | ✓ |
| Landfill Tonnage Rate | | | |
| 89,055 | Measure the actual tonnages versus projected tonnages quarterly. Tolerable variance of 5% applied to determine if within projected waste volumes. | 79,800 - 88,200 tonnes (July 2017 - June 2018) | - |
| Accrued Employee Entitlements | | | |
| 13.8 | Measure the average number of days entitlements held by staff on a quarterly basis. Suggested target is for no more than 20 days on average accrued at any point in time for Annual Leave. | < 20 Days | ✓ |

BUDGET SUMMARY 19/20

| | Kerbside | Waste | Recycling | Organics | Transfer Stations | Corporate | Total |
|----------------------------------|--------------------|---------------------|--------------------|------------------|--------------------|--------------------|---------------------|
| Income | | | | | | | |
| Kerbside Collections | \$7,818,704 | \$0 | \$0 | \$0 | \$0 | \$0 | \$7,818,704 |
| Waste Processing & Disposal | \$0 | \$5,302,887 | \$373,321 | \$920,358 | \$0 | \$0 | \$6,596,567 |
| Hardwaste | \$307,682 | \$264,518 | \$0 | \$0 | \$461,776 | \$51,302 | \$1,085,278 |
| State Waste Levy | \$0 | \$7,997,497 | \$194,670 | \$0 | \$0 | \$0 | \$8,192,167 |
| Corporate | \$0 | \$187,330 | \$0 | \$0 | \$0 | \$3,848,228 | \$4,035,558 |
| Transfer Station Sales | \$0 | \$0 | \$0 | \$0 | \$3,565,127 | \$0 | \$3,565,127 |
| Recycling Sales | \$0 | \$0 | \$2,825,124 | \$0 | \$0 | \$0 | \$2,825,124 |
| MGB | \$406,065 | \$0 | \$0 | \$0 | \$0 | \$0 | \$406,065 |
| Total Operating Income | \$8,532,451 | \$13,752,232 | \$3,393,115 | \$920,358 | \$4,026,902 | \$3,899,531 | \$34,524,589 |
| Total Operating Expenses | \$8,608,722 | \$12,130,087 | \$3,400,314 | \$920,358 | \$3,651,918 | \$1,947,065 | \$30,658,465 |
| Net Operating Profit/Loss | -\$76,271 | \$1,622,145 | -\$7,199 | \$0 | \$374,984 | \$1,952,466 | \$3,866,125 |
| Depreciation | \$0 | \$271,800 | \$913,902 | \$0 | \$76,483 | \$37,021 | \$1,299,206 |
| Amortisation | \$0 | \$529,366 | \$0 | \$0 | \$0 | \$0 | \$529,366 |
| Landfill Expense Provision | \$0 | \$55,010 | \$0 | \$0 | \$0 | \$0 | \$55,010 |
| Impairment Expense | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Net Profit/(Loss) | -\$76,271 | \$765,968 | -\$921,101 | \$0 | \$298,502 | \$1,915,445 | \$1,982,543 |

| Northern Adelaide Waste Management Authority | | | | | | | | | |
|---|---------------------|------------------|--------------------|------------------|--------------------|------------------|---------------------|--------------------|--|
| Estimate of Income and Expenditure | | | | | | | | | |
| 1 July 2019 - 30 June 2020 | | | | | | | | | |
| ~ N.B. Monthly charges are to be used as a guide only as monthly collections vary due to working days | | | | | | | | | |
| | Salisbury | | Playford | | Gawler | | Total | | |
| | Year | Month | Year | Month | Year | Month | Year | Month | |
| Admin Fees | \$930,507 | \$77,542 | \$603,650 | \$50,304 | \$174,449 | \$14,537 | \$1,708,606 | \$142,384 | |
| Domestic Waste | \$2,321,734 | \$193,478 | \$1,575,127 | \$131,261 | \$475,234 | \$39,603 | \$4,372,095 | \$364,341 | |
| Garden Organics | \$1,523,423 | \$126,952 | \$754,063 | \$62,839 | \$278,977 | \$23,248 | \$2,556,463 | \$213,039 | |
| Household Hard Waste | \$546,919 | \$45,577 | \$538,406 | \$44,867 | - | - | \$1,085,278 | \$90,440 | |
| Recycling | \$1,782,999 | \$148,583 | \$1,171,675 | \$97,640 | \$333,847 | \$27,821 | \$3,288,521 | \$274,043 | |
| Waste Disposal | \$4,861,854 | \$405,155 | \$3,139,857 | \$261,655 | \$769,782 | \$64,148 | \$8,771,493 | \$730,958 | |
| Total | \$11,967,437 | \$997,286 | \$7,782,777 | \$648,565 | \$2,032,289 | \$169,357 | \$21,782,455 | \$1,815,205 | |

| | | | | | |
|------------------------------|----------|--|-----------------|----------|--|
| * Cost per service per annum | | | | | |
| Salisbury | \$187.28 | | Playford | \$179.06 | |
| | | | Gawler | \$177.68 | |
| * Cost Per Service per Week | | | | | |
| Salisbury | \$3.60 | | Playford | \$3.44 | |
| | | | Gawler | \$3.42 | |

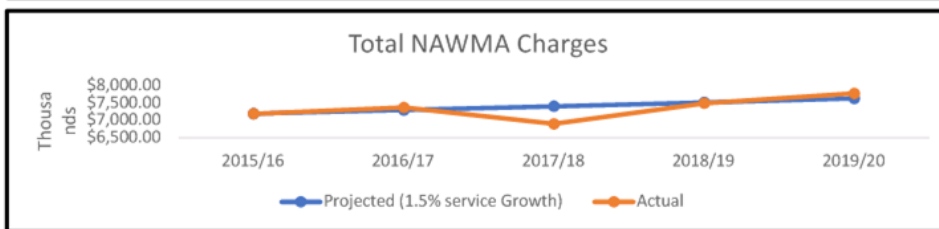
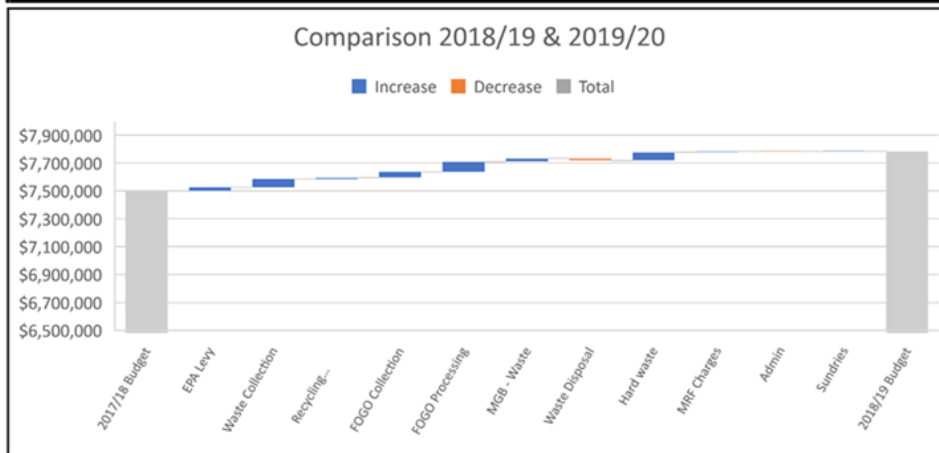
| | | | | | |
|---|----------------|-------|-----------------------|----------------|--|
| * Estimated total services and growth rate: | | | | | |
| 1 July 2019 | | | 30 June 2020 | | |
| Member Council | | | Member Council | | |
| Salisbury = | 60,378 | 1.00% | Salisbury = | 60,982 | |
| Playford = | 39,860 | 1.50% | Playford = | 40,458 | |
| Gawler = | 11,269 | 1.50% | Gawler = | 11,438 | |
| Total = | <u>111,507</u> | | Total = | <u>112,878</u> | |

Note:
Hardwaste charges are excluded from the cost per service calculations

Breakdown of Cost Allocations to Individual Constituent Councils 2019/20

City of Playford

| 2018/19 | | | 2019/20 | |
|--------------------|------------------|----------------------|--------------------|------------------|
| Year | Month | Category | Year | Month |
| \$603,650 | \$50,304 | Admin Fees | \$603,650 | \$50,304 |
| \$1,489,573 | \$124,131 | Domestic Waste | \$1,575,127 | \$131,261 |
| \$639,566 | \$53,297 | Garden Organics | \$754,063 | \$62,839 |
| \$478,302 | \$39,859 | Household Hard Waste | \$538,406 | \$44,867 |
| \$1,162,423 | \$96,869 | Recycling | \$1,171,675 | \$97,640 |
| \$3,126,002 | \$260,500 | Waste Disposal | \$3,139,857 | \$261,655 |
| \$7,499,518 | \$624,960 | Total | \$7,782,777 | \$648,565 |



| Playford Budget Summary | | |
|---|-------------|-----------|
| 2018 - 2019 Budget | \$7,499,518 | |
| 2019 - 2020 Budget Forecast | \$7,782,777 | 3.78% |
| Excl Hard Waste | | |
| 2018 - 2019 Budget | \$7,021,215 | |
| 2019 - 2020 Budget Forecast | \$7,244,371 | 3.18% |
| Influencing Factors 2018 - 19 budget Forecast: | | |
| Increase to State Waste Levy (\$100 to \$103) - 3% | | \$68,455 |
| Growth in new services - | | 1.5% |
| High participation in Hard Waste services - Collections | | \$380,033 |
| High participation in Hard Waste services - Vouchers | | \$133,353 |
| High Kerbside material contamination - | | 42% |

Service Agreement

Between

Northern Adelaide Waste Management Authority

And

The City Of Playford

Initiated July 2001
(to be reviewed annually)

Reviewed April 2019

Contents

| | Page |
|---|-------------|
| 1 Parties to this Agreement | 3 |
| 2 Scope of this Agreement | 3 |
| 3 Service Agreement Principles | 3 |
| 4 Reporting | 4 |
| 5 Performance | 4 |
| 6 Cost Structures | 4 |
| 7 Collection Services | |
| 7.1 Weekly kerbside waste collection | 5 |
| 7.2 Fortnightly kerbside recycling collection | 6 |
| 7.3 Green Organics Collection | 7 |
| 7.4 Hard Waste Collection Service | 7 |
| 8 Material Processing | |
| 8.1 Material Recovery Facility (MRF) Operation | 8 |
| 8.2 Processing of Organics | 9 |
| 9 Waste Handling and Disposal | 10 |
| 10 Customer Service | 11 |
| 11 Promotions/Education | 12 |
| 12 Waste Transfer Station Services | 14 |
| 13 Other | 15 |
| 14 Incident and Emergency Management | 15 |
| 15 Endorsement of Service Agreement | 15 |

1. Parties to this Agreement

This Service Agreement is between the Northern Adelaide Waste Management Authority (NAWMA) and the Council of the City of Playford (The Council).

2. Scope of this Agreement

The Service Agreement is a negotiated statement of the services to be provided by NAWMA, the outcomes sought and the resources to be allocated. The Service Agreement is the accountability mechanism between NAWMA and the Council for waste management services as listed in this agreement and is subject to annual review. The broader relationship between NAWMA and Council is also defined by:

- Charter of the Northern Adelaide Waste Management Authority
- NAWMA Waste Management Strategy
- Annual Business Plan
- Annual Budget Forecasts

3. Service Agreement Principles

The Service Agreement has been jointly developed between the Council and NAWMA and is based on the following principles:

- The Authority has been established to:
 - Provide kerbside waste management collection services to the Constituent Councils;
 - Receive and dispose or market waste and recyclables from within the Region;
 - Receive and dispose or market waste and recyclables collected from outside the Region;
 - Operate and maintain the Waste Processing Facility at Edinburgh North, South Australia;
 - Operate and maintain the Baled Landfill Facility at Uleybury, South Australia;
 - Operate and maintain the public Resource Recovery Centre at Edinburgh North, South Australia
 - Operate and maintain a free Public Hazard Waste Drop of Zone inside the Edinburgh North Resource Recovery Centre
 - Operate and maintain the NAWMA Materials Resource Facility at Edinburgh North, South Australia;
 - Operate and maintain the public Resource Recovery Centre at Pooraka, South Australia
 - Undertake regional promotions and education on the principles of the nationally accepted waste management hierarchy to be expanded to councils outside the Region on approval of the Board;
 - Provide customer service to Constituent councils and residents on all waste management issues to be expanded to councils outside the Region on approval of the Board;
 - Advance the optional use of waste material as a potential resource, for the achievement of the highest net benefit to the Constituent councils;
 - Oversee infrastructure requirements of local government in establishing, processing and operating resource recovery operations as appropriate;
 - Proactively manage its business in a competitive and changing environment;
 - Provide a forum for discussion and/or research for the ongoing improvement of management of waste;
 - Associate, collaborate and work in conjunction with other local government bodies for the advancement of waste management matters of common interest; and
 - Be financially self-sufficient.
- Subject to the Council approving the annual budget, the Council shall contribute the funds requested by the Board for the delivery of Council's waste management services in the annual budget, or the actual cost if this is less.

- The Service Agreement will set out the agreed processes and accountabilities to guarantee effective operation of waste management services.
- Both NAWMA and Council are committed to the provision of quality customer service for all customers of the waste management services.
- Ensure all customers have access to waste collection services.
- It is recognised that both NAWMA and Council staff participate in the delivery of enquiry and administrative service to customers for waste management services and hence we agree to collaborate in the delivery of those services.
- NAWMA to ensure that Contractors comply in all respects with the requirements of the Work Health and Safety Act 2012 and the Regulations thereunder.

4. Reporting

- NAWMA will provide to the Council (via Council's Board representative) copies of the minutes of all meetings of the Board within 5 business days of the date on which the meeting took place.
- NAWMA must submit its annual report on its work and operations to Council before 30 September.
- NAWMA must present its audited financial statements to Council by 15 September
- NAWMA shall present and/or report, on written request from Council, on matters being undertaken by NAWMA. NAWMA shall also provide Council with documented performance data as outlined in the service specifications.
- NAWMA must prepare a budget for waste management services for the forthcoming financial year to be submitted in draft form to Council for approval before 31 March. On adoption of the budget by the NAWMA Board a copy is to be provided to Council within 5 business days.
- Prior to 31 March, NAWMA, in collaboration with the City of Playford, must revise this Service Agreement annually and submit it in draft form to Council for approval. On adoption of the Agreement by the NAWMA Board a copy is to be provided to Council within 5 business days.
- NAWMA will ensure that any correspondence regarding Council business intended for specific Elected Members is copied to all Elected Members and relevant Council staff concurrently.
- NAWMA will provide monthly data (via invoices) on its kerbside and hard waste collection services to Council as outlined in this agreement.

5. Performance

The performance of NAWMA will be assessed by Council against each listed service and the associated performance measures as identified.

6. Cost Structures

NAWMA is charged with the responsibility for the identification of opportunities to reduce/maintain waste management costs to constituent councils. NAWMA will carry out the following in achieving this responsibility:

- Annual comparison of NAWMA's cost structures for service delivery with other local government organizations and commercial operators where the information is available.
- Identify market opportunities for utilisation of the Waste Processing Facility by external sources.
- Identify market opportunities for utilisation of the Material Recovery Facility by external sources.

- Identify waste sources/market opportunities for materials approved in the Landfill EPA Licence to access the landfill direct.
- Annual review of contractual obligations for the purpose of cost containment and/or cost reduction
- Provide total cost transparency to Council in all financial matters.

7 Collection Services

7.1 Weekly kerbside general waste collection

Description of Service

Domestic waste from Single Unit Dwellings (SUDs) is collected from the kerbside weekly using Robotic Arm Collection Vehicles (RACV) powered by Compressed Natural Gas (CNG) The contractor is SUEZ.

Households are provided with a 140 litre red lidded mobile garbage bin (MGB) at no cost; but can elect to have an additional 140 litre or 240 litre MGB provided for an annual service fee as determined by NAWMA (in consideration of agreed waste pricing principles).

Domestic waste from Multiple Unit Dwelling (MUDs) is collected from within the property boundary on a weekly schedule using Rear End Lift (REL) Vehicles.

MUDs are provided with either 660 litre or 1100 litre MGBs, as determined by ratio of number of units/flats.

Outputs

NAWMA will be required to:

- Provide weekly kerbside collection.
- Implement waste analysis programs to measure the amount of waste going to landfill and the amount of waste being diverted from landfill.
- Conduct biennial waste stream audits to identify the type of waste and volume of recyclable materials (including organic materials) still evident in the waste stream.
 - Submit monthly invoices to Council based on the cost per service multiplied by the number of households at the end of each billing month.
 - Co-ordinate delivery of MGB's for new residents and replacements/repairs for bins stolen or damaged.

Performance Measures

- To maintain missed waste collections at less than 4 households per day (less than 0.02% of the total Regional daily services).
- To ensure delivery of MGB's to new residents as soon as possible on occupation of premises.
- To ensure delivery of replacement bins and bin repairs is carried out by the contractor within 48 hours after receiving notification by NAWMA.
- Annual evaluation of costs per service.
- Annual analysis of customer enquiry levels.
- Contractor to comply with contract specifications in regards to rectifying service complaints.

Reporting

NAWMA will:

Provide Council with the following:

- Schedule of Services at the completion of each quarter
- Waste Statistics at the completion of each month (in spreadsheet and graphical form), including tonnage and number of households accessing service.

It is normal procedure for the above information to be issued via the NAWMA Board Agenda as a data pack on a quarterly basis. Upon request Board Agenda material can be provided via email.

7.2 Fortnightly kerbside recycling collection

Description of Service

Recyclable material is collected from the kerbside fortnightly using Robotic Arm Collection Vehicles (RACV) powered by Compressed Natural Gas (CNG).

The contractor is SUEZ.

Households are provided with one 240 litre MGB for storage of recyclables at no cost (this MGB is dedicated for a co-mingled recyclable collection and has a bright yellow lid). Households can obtain additional recycling bins by paying an annual service fee as determined by NAWMA (in consideration of agreed waste pricing principles).

Recyclables from Multiple Unit Dwellings (MUDs) are collected from shared 240 litre MGBs on a ratio of 1 MGB per 3 units or a shared 360 litre MGB on a ratio of 1 MGB per 5 units.

Materials allowed to be placed in this bin include paper, cardboard, clean glass jars and bottles, food cans, milk and juice cartons, plastic containers Numbered 1-5, aluminium cans and foil trays.

Outputs

NAWMA will be required to:

- Provide fortnightly kerbside recycling collection.
- Collect statistical data to ascertain participation levels and presentation rates for the kerbside recycling collection service.
- Maintain and/or improve recovery rate of recyclables from the domestic kerbside collection, currently averaging 8 kilograms per household per service.
- Submit monthly invoices to Council based on the cost per service multiplied by the number of households at the end of each billing month.
- Co-ordinate delivery of MGB's for new residents and replacements/repairs for bins stolen and damaged.

Performance Measures

- To maintain missed recycling collections at less than 4 households per day (less than 0.02% of the total regional daily services).
- To maintain or improve the recovery rate of recyclables from the domestic kerbside recycling service.
- To ensure delivery of mobile garbage bins to new residents as soon as possible on occupation of premises
- To ensure delivery of replacement bins and bin repairs is carried out by the contractor within 48 hours after receiving notification by NAWMA
- Annual evaluation of costs per service.
- Analysis of customer enquiry levels.
- Contractor to comply with contract specifications in regards to rectifying service complaints

- Where comparable data is available, benchmark contamination rates in the recycling stream with other regions.

Reporting

NAWMA will:

Provide Council with the following:

- Schedule of Services at the completion of each quarter with any changes that have occurred during the period
- Recycling statistics at the completion of each month (in spreadsheet and graphical form), including participation, recycling tonnes, contamination tonnes and diversion rates.

It is normal procedure for the above information to be issued via the NAWMA Board Agenda as a data pack on a quarterly basis. Upon request Board Agenda material can be provided via email.

7.3 Fortnightly kerbside garden and food organics collection

Description of Service

The kerbside garden and food organics collection is available to those residents who register for the service and complies with any other Council or NAWMA requirements.

Organics are collected from the kerbside fortnightly (opposite week to the recycling collection) using Robotic Arm Collection Vehicles (RACV) powered by Compressed Natural Gas (CNG)

The contractor is SUEZ.

Residents may elect to purchase a new or second hand 240 litre MGB. Residents must also register for the service with NAWMA to receive the identification sticker. NAWMA contractors will empty the bin as the cost is met by the Council.

Materials allowed to be placed in this bin include prunings (no greater than 100mm in diameter) grass clippings, weeds, leaves and flowers.

In addition to the above, kitchen food organics can also be placed in the organics MGB. A free kitchen bench-top basket for food organics is delivered with each new bin purchased from NAWMA or can be collected by the resident from the offices of NAWMA or Council.

Outputs

NAWMA will be required to:

- Provide fortnightly kerbside collection as required.
- Provide a kitchen benchtop caddy or similar for households obtaining a garden and organics collection
- Increase participation above the 2018/19 levels for organics collection services.
- Submit monthly invoices to Council based on the cost per service multiplied by the number of participating households at the end of each billing month.
- Explore options for use of composted material which have greater benefits and/or reduced costs.

- Provide literature and order forms for residents wanting to participate in the organics collection.
- Encourage use of the kitchen organics bin by participating households.

Performance Measures

- To maintain missed garden and food organics collections at less than 4 households per day (less than 0.10% of the total regional daily services).
- To achieve annual forecasted participation levels for the organic collection service.
- Average kg per household (garden and food organics) increasing over time.
- Annual evaluation of costs per service.
- Annual analysis of customer enquiry levels.
- Contractor to comply with contract specifications in regards to rectifying service complaints.

Reporting

NAWMA will:

Provide Council with the following:

- Organics statistics at the completion of each month (in spreadsheet and graphical form), including tonnage, bin registrations, weight of material collected, and number of households accessing the service.

It is normal procedure for the above information to be issued via the NAWMA Board Agenda as a data pack on a quarterly basis. Upon request Board Agenda material can be provided via email.

7.4. Household Hardwaste Collection

Description of Service

The service provides residents with an at call household hard waste collection, available within 5 weeks of resident contacting NAWMA. Residents are entitled to two collections per annum, and have the choice of using a mix of voucher and/or at-home collection. While residents have a choice, use of the at home collection service should be encouraged above the voucher service.

The contractor is SUEZ.

In the event that the collection contractor fails to perform its obligations in accordance with the Contract and the Contract is terminated, the Council may at its discretion, choose to:

- not continue with the provision of a household hard waste collection service; or
- request NAWMA to re-contract the service and negotiate the new service with Council.

NAWMA will advise Council of any breaches by the contractor that may lead to termination of the Contract and any actions NAWMA has taken to minimise the likelihood of Contract termination.

NAWMA will use every endeavour to ensure the Contractor complies with the Contract conditions and will require from the Contractor a bank guarantee or other method of security equivalent to three (3) months full operational costs.

Outputs

NAWMA will be required to:

- Superintend the collection contract
- Provide call centre/administration/customer contact management
- Promote public awareness of the service, including utilisation of Council social media and website, news networks and NAWMA web site
- Provide education on acceptable/non acceptable items for collection
- Post booking confirmations and instructional brochure if Text Message service can not occur.
- Post brochure to all residents each year in June and January.
- Manage on call booking system
- Facilitate disposal of residual waste
- Manage a voucher process on behalf of Council for residents who opt to use a voucher in lieu of a collection.

Performance Measures

- In conjunction with the collection Contractor minimise residual waste to landfill – to achieve at least 90% resource recovery in accordance with the budget allocation
- To carry out the service on the booked day of collection
- Six monthly reviews of actual costs versus budget forecasts
- Six monthly reviews of participation levels for the household collection and in comparison to forecast levels.

Reporting

NAWMA will:

- Provide Council with levels of materials collected, recovered, reused and disposed of to landfill on a monthly basis
- Provide Council with levels and value of unprocessed metal collected by contractor.

8. Material Processing**8.1 Material Recovery Facility (MRF) Operation****Description of Service**

The material collected from the kerbside recycling service is received at the MRF where it is sorted and prepared for markets both within Australia and worldwide.

Outputs

NAWMA will be required to:

- Pursue opportunities to increase volume of material through the MRF by additional services (external sources ie., rural Councils) or bulk material from commercial or industrial sources or schools.
- Actively seek to market processed material establishing best market prices
- Achieve <30% of waste material discarded from the MRF operation.
- Submit monthly invoices to Council based on the costs of disposing of the contamination fraction of the recyclables.

Performance Measures

- Income generated as a result of:
 - additional external services
 - additional bulk material received
 - Marketing of processed material
- <30% of waste material discarded from the MRF operation
- Annual analysis of costs per tonne of material received
- Annual analysis of percentage recovered from the waste stream

Reporting

- The quarterly Budget Reviews will contain detail on income received as a result of the MRF operation.
- Reporting on the annual performance measures outlined above.

8.2 Processing of Garden and Food Organics

Description of Service

The material collected from the kerbside garden and food organics collection service is delivered to accredited processors for mulching and composting.

The processing contractor is Peats Soil.

Outputs

NAWMA will be required to:

- Explore options for the mulching and composting of organics or alternative processing technologies which may have greater benefits and/or reduced costs.
- Provide on-going promotions/education targeting contamination and the need to eliminate plastics being placed in the bin.

Performance Measures

- <2% contamination received at processors.
- Annual analysis of cost per tonne of materials collected.
- Increased percentage diverted from the waste stream.

Reporting

NAWMA will:

Provide Councils with the following:

- Data on tonnage of material collected per month.
- Reports on alternative technologies as developments are released.
- Reporting on the annual performance measures outlined above.

It is normal procedure for the collection information to be issued via the NAWMA Board Agenda as a data pack on a quarterly basis. Upon request Board Agenda material can be provided via email.

9. Waste Handling and Disposal

Description of Service

The commercially unrecoverable material collected from;

- the Council's households via the kerbside waste collection service;
- the Council's waste from its operations; and
- household hardwaste collection service,

is delivered to NAWMA's Waste Processing Facility (WPF) at Edinburgh North for processing. This is achieved by:

- Baling and transport to the EPA licensed Uleybury Landfill for disposal, or
- Transported directly to Sita ResourceCo for further processing into a fuel source (material not suited to the baling process).

Outputs

NAWMA will be required to:

- Receive waste from the abovementioned source, process and bale waste, transport baled waste and dispose of baled waste or transport off site for further processing.
- Submit monthly invoices to Councils based on tonnage of waste collected.
- Identify State Waste Levy charges.
- Actively source waste streams from external sources.
- Explore and evaluate options for alternate waste disposal.

Performance Measures

- Safe and responsible disposal of kerbside collected and Council waste material.
- Stabilisation/reduction in waste to landfill from kerbside collections (on a per service basis).

Reporting

NAWMA will:

Provide Council with the following:

- Data on tonnage of waste collected per month, and kilograms of waste per household per week. It is normal procedure for the collection information to be issued via the NAWMA Board Agenda as a data pack on a quarterly basis.

- Reports on the operation of the WPF and Uleybury landfill.
- Reports on waste diverted from landfill, including hard waste to fuel.
- Regular presentations to Council and/or committees.

10. Customer Service

Description of Service

Customers of the waste management services are the residents and businesses of The Council who utilise these services. NAWMA provides a comprehensive customer service directly to these customers by way of:

- An over the counter enquiry service
- Service provision by NAWMA contractors
- Web page information
- Direct mail
- Mobile phone app

Outputs

NAWMA will be required to:

- Prepare and document customer service procedures for waste management services in consultation with Council staff
- Maintain a 24-hour contact service to include office hours of 8:30am to 5.00pm with phones diverted to an answering service outside these hours.
- Respond to all requests from residents within a 1 business day of notification being received
- Facilitate the management of any conflict resolutions that may arise between residents and collection contractors.
- Assist Council staff in the management of service issues with residents.
- Provide information and advice to residents to promote the responsible disposal of waste in accordance with the Waste Hierarchy, NAWMA Waste Management Strategy and Business Plan
- Implement alternative means of reporting degree of customer satisfaction of services provided

Performance Measures

- Maintain a level of customer satisfaction acceptable to Council and verified through an independent regular community attitudes survey (as conducted by Council).
- Successful resolution of complaints
- Annual analysis of residents service contacts.

Reporting

NAWMA will:

- Provide Council with statistical information on customer service performance on a quarterly basis.

11. Promotions/Education

Description of Service

The provision of facilities, programs and information designed to create awareness towards waste minimisation, household resource recovery activities and the environment.

Outputs

NAWMA will be required to consult with Constituent Councils to:

- Develop and deliver a new contemporary recycling behaviour change campaign in consultation with Council and relevant agencies
- Engage with Councils business community on strategies to reduce business waste
- Produce and disseminate promotional/informational literature on services provided in accordance with the NAWMA Waste Management Strategy and Business Plan.
- Develop and implement an educational campaign that has a succinct and clear message to avoid, reduce, re-use and recycle.
- Where appropriate, promote/encourage the use of the Environment Education Centre and landfill interpretive display observation deck.
- Maintain and progressively develop an up to date and engaging NAWMA web site.
- Develop social media presence to provide promotional opportunities.
- Facilitate the disbursement of funds provided by contractors for promotional activities.
- Encourage schools to participate in the kerbside recycling collection service.
- Visit schools and community organisations on request.
- Utilise the various means of advertising available ie social media, local papers, community radio and cinema screen advertising.
- Develop the programming of promotional activities.
- Seek funding from outside sources for specific projects ie contractors, State Government.
- Provide staff (NAWMA) to attend Council/community activities and functions.
- An Annual Education & Promotions Plan outlining region wide initiatives and focus topics.

Performance Measures

- Feedback from residents, schools and community groups.
- Higher quality end product from MRF due to reduced contamination.
- Contamination within recycling and general waste streams is reducing (measured through monthly reporting and biennial waste audit)

Reporting

NAWMA will:

Provide Council with the following:

- Reports on promotional activities will be provided as a Board Agenda item, as required. Board meetings are held bi-monthly.
- Quarterly reports on performance measures.
- Forecasted promotional spending on planned programs in accordance with the Promotions Business Plan

It is normal procedure for the Education/Promotional information to be issued via the NAWMA Board Agenda on a monthly basis.

13. Waste Transfer Station Services

Description of Service

Provision of a Resource Recovery Centre (RRC) that incorporates a public Waste Transfer Station, Salvage & Save operation and a Scout CDL Recycling Facility.

The RRC located at Edinburgh North compliments NAWMA's existing Waste Processing Facility and further enhances the Authority's commitment to process waste before it is disposed to the landfill at Uleybury.

Access available to residents and small business owners in Playford for the disposal of all household waste and light commercial waste (not listed waste) including waste oils, tyres, etc.

Output

NAWMA will be required to:

- Establish gate fees (set by the NAWMA Board) that are sustainable and attractive to users. (Council has the opportunity to subsidize the cost to their residents for specific waste streams or events)
- Potentially handle all waste streams including certain hazardous waste (as approved by the EPA) i.e. one-stop-shop for all users
- Provide a modern and efficient Container Deposit Legislation (CDL) recycling facility
- Cater for accelerated growth and the needs of new residents in an area which is recognised as a major population centre in the near future
- Provide for sale low cost goods and materials that have a value to the community
- Provide an avenue to assist disadvantaged job seekers gain work experience and relevant workplace training with the ultimate objective to transition to the open labour market
- Promote the RRC.
- Provide a high level of customer service with accessibility to be available to residents, Monday to Friday 8am to 4pm and Weekends 9am to 3pm. Closed Christmas Day, New Years Day, Good Friday, ANZAC Day and Public holidays that fall on a Monday.

Performance Measures

- Compile and maintain specific data on resource recovery achieved.
- Provide high level of WH&S for users of the facility
 - Directional and safety signage
 - Safe waste receival facilities
 - Up to date material handling procedures
 - CCTV and mobile communications system
 - Appropriately trained roaming site attendants
- Adherence to all national/state waste related policies
- Customer satisfaction to include successful resolution to complaints
- Maximise and preserve the resource integrity and value of recoverable and reusable materials
- Number of disadvantaged job seekers engaged via the social enterprise proposal and type of training provided to the recipients.
- Increasing utilisation and tonnes at RRC.

Reporting

NAWMA will:

- Provide Council with statistical information regarding throughput of traffic (council residents) on a monthly basis
- Provide Council with a cost structure/gate price on a 6 monthly basis prior to any annual increases occurring

Notification

In the event that NAWMA determines that the operation of the waste transfer station is not commercially sustainable, Council requires a minimum 12 months notification advising council of the possible cessation of this service.

13. Other

As a general principle, NAWMA will continually strive to find avenues to reduce the amount of waste going to landfill. Wherever funding opportunities or other initiatives enable financially sustainable methods of recycling or reuse, NAWMA, pending Board approval, will participate in those programs. A current example is NAWMA's active participation in the E-Waste Product Stewardship Program where electronic goods can be disposed at NAWMA at no charge to the resident. These programs, while contractual in nature, are subject to external funding decisions and therefore may not be ongoing.

NAWMA will also continually investigate ways to offset the overall cost of providing waste management services to Constituent Councils by growing the commercial aspects of its business.

As an employer, NAWMA will also strive to promote the employment of local staff either directly or via its partnerships with recognised social enterprise organisations.

14. Incident and Emergency Management

This matter is covered in detail in NAWMA's Business Continuity Plan however the following principles apply:

- NAWMA will notify Council via email within a reasonable timeframe
- During emergency events NAWMA and Council will maintain daily contact
- In emergency events, collection of putrescible waste is of the highest priority

15. Endorsement of Service Agreement

The Parties to this agreement hereby agree to the intent, implicit or implied, of this Service Agreement.

a. NAWMA Board Minute No _____ dated _____

b. Written Council endorsement dated _____

5.4 CITY OF PLAYFORD COAT OF ARMS (CREST)

Responsible Executive Manager : Mr Andrew Nesbitt

Report Author : Ms Lilly Bukva

Delegated Authority : Matters which cannot be delegated to a Committee or Staff.

Attachments : 1↓. Attachment 1 - Elizabeth Coat of Arms
 2↓. Attachment 2 - Munno Para Coat of Arms

PURPOSE

This report is provided as a response to previous Motion of Council that the City of Playford have a crest (Coat of Arms).

STAFF RECOMMENDATION

That the City of Playford maintains the existing logo as its visual identity and does not develop a coat of arms.

EXECUTIVE SUMMARY

A Coat of Arms is a visual representation of a person, corporation or a country. It is a system of visual identification that is almost 900 years old, dating back to the 12th Century in England, when worn over armour in battle and tournaments so opponents could identify each other. A coat of arms is designed according to the rules of heraldry, heraldic practices and heraldic art. The Cities of Elizabeth and Munno Para each had a Coat of Arms. Both were designed in the 1960s and were the main form of visual identification for the Councils. They were used in a similar way to a logo, and included on formal letterhead, publications, invitations, flags and mayoral chains.

The primary role of a logo is to identify. It provides an organisation with a unique mark that differentiates it from other organisations. The current City of Playford logo was created on the merger of the Cities of Elizabeth and Munno Para in 1997. A Logo Reference Group was established to coordinate the design and adoption of a visual identity for the new City. A competition was held to design the logo and all ratepayers were eligible to enter. The logo design reflects the attributes of Playford and is the central part of Council's visual identity. It is embedded throughout the organisation and is easily recognisable and identifies services, programs, assets, places and correspondence as the City of Playford.

Given Council has a clear visual identity in the logo, it is unclear how a Coat of Arms would be used in a practical or day to day sense, or the purpose it would serve. To develop a Coat of Arms for the City of Playford, further investment of resources and time will be required to clearly understand how the Coat of Arms would be used, as well as define a process for its development including how the community would be involved. There is significant risk that the community will not see the value in investing time and resources (financial/people) in this given the Council already has a logo that is used throughout the city.

1. BACKGROUND

At an Ordinary Council Meeting On 24 July 2018, former Cr O’Rielly moved the following motion:

“That the City of Playford have a Crest and a report be brought back to Council in relation to progressing the matter”.

Following research into the use of crests across local government, this report provides further information and a recommendation on the matter.

2. RELEVANCE TO STRATEGIC PLAN

1: Smart Service Delivery Program

Outcome 1.4 Enhanced City presentation, community pride and reputation

A coat of arms is a visual representation of an individual, organisation or a country. A visual identity distinguishes one organisation from another. Our community and customers will associate our services, programs, projects and assets with our visual identity.

3. PUBLIC CONSULTATION

There is no requirement to consult the community on this matter. However, public consultation would need to be considered if further development on a Coat of Arms is supported.

4. DISCUSSION

4.1 What is a Coat of Arms?

A Coat of Arms is a visual representation of a person, corporation or a country. It is a system of visual identification that is almost 900 years old, dating back to the 12th Century in England, when worn over armour in battle and tournaments so opponents could identify each other. A coat of arms is designed according to the rules of heraldry, heraldic practices and heraldic art. Heraldry is a system of identification with specific rules of design such as, metals must never be placed on metals and colours must never be placed on colours. A Coat of Arms is steeped in meaning and symbolism to explain the identity of the bearer.

The Law of Arms of Australia states that Australians can acquire Arms through a grant of armorial bearing from the English College of Arms. However, there is nothing preventing an organisation from commissioning a heraldry specialist to design and produce a coat of arms or identifying symbol. These Arms would have the same standing and authority in Australia as Arms prepared by the College of Arms in England.

4.2 Historical context – City of Elizabeth and City of Munno Para Coat of Arms

The Cities of Elizabeth and Munno Para each had a Coat of Arms.

The Elizabeth Coat of Arms (attachment 1) linked the City with the Elizabethan era of old which built up the British Empire. It includes a symbol of an Elizabethan ship sailing toward the southern cross, and wheat representing that the city stands on what was farming land. A crown symbolises Queen Elizabeth II giving her blessing for the city to bear her name. The motto is FIDE LABORE meaning faith and hard work.

The Munno Para Coat of Arms (attachment 2) features golden wattle above the crest as Munno Para is an Aboriginal name for golden wattle. It includes symbolism of South Para Gawler River running to the sea with imagery of hay, golden fleece, crops and bricks symbolising the various rural production, garden and building industries.

Both were designed in the 1960s and were the main form of visual identification for the Councils. They were used in a similar way to a logo, and included on formal letterhead, publications, invitations, flags and mayoral chains. Both Councils used their coat of arms until amalgamation in 1997 when they joined to become the City of Playford. Neither coats of arms were granted through the English College of Arms.

4.3 What is a logo?

The primary role of a logo is to identify. It provides an organisation with a unique mark that differentiates it from other organisations. It will include four elements – typography, imagery, colour and context.

4.4 City of Playford Logo

The current City of Playford logo was created on the merger of Elizabeth and Munno Para in 1997. A Logo Reference Group was established to coordinate the design and adoption of a visual identity for the new City. A competition was held to design the logo and all ratepayers were eligible to enter. The winning entry was designed by first year graphic design student, Mark Carnell, from the Para Institute of TAFE.

The design of the logo represents the district's hills with strips of white signifying crops produced on the plains. The lines running through the middle are representative of the Gawler and Little Para river while the Playford text is a replica of Sir Thomas Playford's signature, further strengthening the naming of the city in his honour.

The City of Playford logo is the central part of Council's visual identity. It is embedded throughout the organisation and across the city from letterhead to memos, banners, email signatures, website, uniform, building and street signage, name badges, vehicles, promotional merchandise and posters. The logo is easily recognisable and identifiable as the City of Playford. It indicates that something is a service or program of, asset owned by, an area in, or correspondence of the City of Playford.

4.5 Current use of coat of arms and logos in local government

The majority of Council's in South Australia, including Playford, have a logo as their visual identifier, with logos designed as a reflection of their city features. Some Councils, such as Town of Gawler and City of Mitcham maintain the use of a Coat of Arms alongside or incorporated with their logo. It is worth noting that neither of these Councils were formed as a result of amalgamation.

The most recognised Coat of Arms in Australia is the Commonwealth Coat of Arms. It is the formal symbol of the Commonwealth of Australia and signifies Commonwealth authority and ownership. It is used by Australian Government departments and agencies, statutory and non-statutory authorities, the Parliament and Commonwealth courts and tribunals. The Australian Government logo is used by these departments also.

5. OPTIONS

Recommendation

That the City of Playford maintains the existing logo as its visual identity and does not develop a coat of arms.

Option 2

That the City of Playford develops a Coat of Arms to represent the joining together of the Cities of Elizabeth and Munno Para. A report to be brought back to the Council outlining the process and resource requirements for its development.

6. ANALYSIS OF OPTIONS

6.1 Recommendation Analysis

6.1.1 Analysis & Implications of the Recommendation

The City of Playford has rich origins, having been formed through the amalgamation of the Cities of Elizabeth and Munno Para. Both cities were unique in their own composition, history and communities and their respective Coat of Arms at the time served as a visual identity while deeply honouring their journey as a community.

Given Council has a clear visual identity in the logo, there is no clear purpose for having a Coat of Arms. It is unclear how it would be used in a practical or day to day sense. The logo is the visual tool that represents the Council in much the same way as a Coat of Arms would have in years past. It is unclear how the Coat of Arms would be used if its original purpose is no longer required for the purpose of identifying the Council.

The Coat of Arms of Elizabeth and Munno Para are a rich and important part of our history and visually speak to the era of tradition and symbolism in which they were developed. Remaining as two individual Coat of Arms that each represent our past, is a strong statement honouring our heritage with more meaning and impact than introducing a modern interpretation or a blend of both arms. The City of Playford is well established with no need to symbolically join the cities again through a journey of developing a Coat of Arms. We should also recognise that the Council and community together shared a journey to form this new identity that is now our logo. This was an important part of the coming together of the two communities. While we may now view it as a logo, it represents the coming together of the communities into one city.

6.1.2 Financial Implications

There are no financial or resource implications.

6.2 Option 2 Analysis

6.2.1 Analysis & Implications of Option 2

To develop a Coat of Arms for the City of Playford, further investment of resources and time will be required to clearly work out the purpose of having a Coat of Arms. For example, how it would be used in relationship to the logo, the scale of use across the city, and standards for its use. The Council's corporate identity guidelines would need to be amended to include the Coat of Arms and then eventually it would need to be incorporated across the city/organisation as agreed. (eg letterheads, signage).

The Council would have to decide how it would approach the development of the Coat of Arms. Given the rich history of two unique cities and the journey the City of Playford has

been on over 20 years, the challenge of settling on a design will be complex and take time and consideration.

There is significant risk that the community will not see the value in investing time and resources (financial/people) in a Coat of Arms given the Council already has a logo, a visual identity that is used throughout the city. Developing this form of identity, while the heraldic style is different, duplicates the role and function of the logo. Developing a Coat of Arms at this point in time is less relevant than it may have been if it had been developed at the time of amalgamation alongside a more contemporary identity. The Coat of Arms of Elizabeth and Munno Para reflect our rich origins and the distinct attributes of these cities and should continue to be honoured as such. The City of Playford logo is the identifying symbol and mark of the new city, Playford. The process of consideration and engagement to develop this new identity is just as important as the identity itself in telling the story of the two cities that look to the future together.

6.2.2 Financial Implications

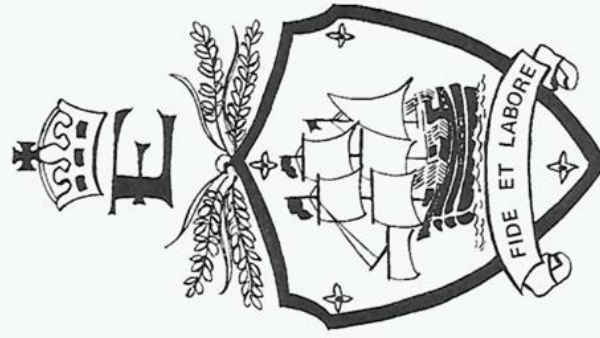
The indicative costs for a Coat of Arms design by a heraldry specialist is approximately \$10,000 for the design. This cost will depend on the complexity and the process undertaken (for example, whether more than one option needs to be designed for consideration, number of amendments to design etc).

A graphic design company would need to be engaged to develop a digital design package for ease of use in digital and print applications.

There would be significant internal resources required associated with the process of development including convening a steering group/Council committee, community engagement activities and staff time.

Further costs for producing items bearing the Coat of Arms must be considered. This amount is unknown and depends on the scale of use decided (eg from letterhead to building signage).

PUBLISHED BY
THE CORPORATION OF
THE CITY OF ELIZABETH



THE CREST: The Elizabethan galleon sailing towards the Southern Cross is a reminder of the part played by the migrants and the descendants of migrants in the building of Elizabeth. The letter E signifies Elizabeth's allegiance to the monarch who gave her name to the city, while the ears of wheat represent the former farmlands on which Elizabeth is built. *Fide et labore* — the Latin words for 'by faith and hard work', represent the faith shown by Elizabeth's citizens in beginning their new lives here, and the effort they put into the building of their City.

... and Gillian Pearson.
... by Gillian Pearson unless specified otherwise.

BY — First published in 1982
... by Gillian Pearson. *The Corporation of The City of Elizabeth*
... No portion of this book may be
... in any form or by any process
... permission.

History. I. Pearson,
... (B. Aust.).

... in South Australia by:

... Pty. Ltd.

... 5051

... covers the period to mid-1981 with such
... to the authors' attention being incorporated.

... *their Green 1977, showing the clock tower, Council Office and Public Library*
... *pires. The foreground fountain was designed by Mr. Geoffrey Shedley, design*
... *an Housing Trust. On one side of the fountain are larger than life-size bas-relief*
... *'re and Earth', and on the other side, examples of Australian native fauna.*
... *morning in an Elizabeth reserve — October 1979. One of Elizabeth's many*
... *walking the family dog. This reserve is alongside Hogarth Road on the bound-*
... *and Elizabeth Vale.*



Golden wattle as Munno Para is an Aboriginal word for golden wattle above the crest, two sprays of wattle encircling a sun which is rising over the hills and plains of Munno Para.

Through the centre runs the South Para Gawler River, running to the sea. On either side of the river are five sections depicting activities in the district

Two shears of hay depositing cereal industry, sprinkler spraying water symbolise the vegetable garden industry.

Top right rural production by a golden fleece.

Below are two crops depicting the secondary industry and a trowel and bricks for the building industry.

INFORMAL DISCUSSION

6.1 City Operations Culture Umbrella Initiative

Presenter: Mr Andy Slager

Purpose: To provide an update to the Council on the recent achievements of the City Operations Culture Umbrella initiative.

Duration: 5 Minutes

COMMITTEE WORKPLAN

8.1 Services Committee Work Plan**Attachments :** 1 [↓](#). Committee Work Plan**Presenter:** Mr Andrew Nesbitt**Purpose:** To provide notice of upcoming reports.**Duration:** 5 Minutes

City of Playford Services Committee WORK PLAN

Note: This Work Plan is subject to change.

| Meeting Date | Topic | Report Type |
|-------------------|--|--------------------|
| 16 July 2019 | Virginia Main Street – Undergrounding of Power Lines | Decision Report |
| | Elected Member Support Policy Guidelines Amendment | Decision Report |
| | Green Adelaide Grant | Information Report |
| 20 August 2019 | Caretaker Policy | Decision Report |
| | Community Emergency Management Policy | Decision Report |
| | Assistance During Emergency Events Policy | Decision Report |
| | Complaints Handling Policy and Procedure | Decision Report |
| | Council Member Recognition Policy and Guidelines | Decision Report |
| | 2018/19 Quarterly Organisation Performance Report Quarter 4 | Information Report |
| 17 September 2019 | Nil | |

CONFIDENTIAL MATTERS

9.1 HORTEX LICENCE AGREEMENT

Contact Person: Mr Greg Pattinson

Why is this matter before the Council or Committee?

Matters which cannot be delegated to a Committee or Staff.

Purpose

Information of a confidential nature relating to a third party is contained within this report.

For Council to make a determination on whether to deal with this matter in confidence.

A. COUNCIL/COMMITTEE TO MOVE MOTION TO GO INTO CONFIDENCE

STAFF RECOMMENDATION

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, with the exception of:

- Acting Chief Executive Officer;
- Acting General Manager Strategy and Corporate
- Acting General Manager City Services;
- Acting General Manager Strategic Projects and Assets;
- Senior Manager Finance;
- Acting Senior Manager Strategy and Policy;
- Director, Stretton Centre;
- Senior Manager Corporate Services; and
- Minute Taker;

in order to consider in confidence agenda item number 9.1 under Section 90 (3) (d) of the Local Government Act 1999 on the basis that:

- (d) i) commercial information of a confidential nature (not being a trade secret) the disclosure of which could reasonably be expected to prejudice the commercial position of the person who supplied the information, or to confer a commercial advantage on a third party; and
- ii) commercial information of a confidential nature (not being a trade secret) the disclosure of which would, on balance, be contrary to the public interest.

This matter is Confidential because information contained within this report relates to sensitive third party information which is not at this stage in the public interest.

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

Section B below to be discussed in the confidential section of the agenda once the meeting moves into confidence for each item.

B. THE MATTERS AS PER ITEM 9.1

C. COUNCIL/COMMITTEE TO DECIDE HOW LONG ITEM 9.1 IS TO BE KEPT IN CONFIDENCE**Purpose**

To resolve how long agenda item 9.1 is to be kept confidential.

STAFF RECOMMENDATION

Pursuant to Section 90(2) and Section 91(7) of the Local Government Act 1999, the Council orders that the following aspects of Item 9.1 be kept confidential in accordance with Council's reasons to deal with this item in confidence pursuant to Section 90 (3) (d) of the Local Government Act 1999:

- Report for Item 9.1
- Attachment(s) for Item 9.1
- Minutes for Item 9.1

This order for the Attachment and Decision shall operate until the execution of the Lease between the City of Playford and HortEx, or will be reviewed and determined as part of the annual review by Council in accordance with Section 91(9)(a) of the Local Government Act 1999, whichever comes first.

This order for the Report shall operate until the next scheduled annual review of confidential items by Council at which time this order will be reviewed and determined in accordance with Section 91(9)(a) of the Local Government Act 1999.

9.2 RATE REBATE REPORT

Contact Person: Mr Sam Green

Why is this matter before the Council or Committee?

Matters which cannot be delegated to a Committee or Staff.

Purpose

For Council to make a determination on whether to deal with this matter in confidence.

A. COUNCIL/COMMITTEE TO MOVE MOTION TO GO INTO CONFIDENCE

STAFF RECOMMENDATION

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, with the exception of:

- Acting Chief Executive Officer;
- Acting General Manager Strategy and Corporate
- Acting General Manager City Services;
- Acting General Manager Strategic Projects and Assets;
- Senior Manager Finance;
- Acting Senior Manager Strategy and Policy;
- Senior Content and Communications Advisor;
- Senior Manager Corporate Services; and
- Minute Taker;

in order to consider in confidence agenda item number 9.2 under Section 90 (3) (b) of the Local Government Act 1999 on the basis that:

- (b) i) information the disclosure of which could reasonably be expected to confer a commercial advantage on a person with whom the council is conducting, or proposing to conduct, business, or to prejudice the commercial position of the council; and
- ii) information the disclosure of which would, on balance, be contrary to the public interest.

This matter is Confidential because it contains financial information regarding specific commercial and community organisations within Council.

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

Section B below to be discussed in the confidential section of the agenda once the meeting moves into confidence for each item.

B. THE MATTERS AS PER ITEM 9.2

C. COUNCIL/COMMITTEE TO DECIDE HOW LONG ITEM 9.2 IS TO BE KEPT IN CONFIDENCE**Purpose**

To resolve how long agenda item 9.2 is to be kept confidential.

STAFF RECOMMENDATION

Pursuant to Section 90(2) and Section 91(7) of the Local Government Act 1999, the Committee orders that the following aspects of Item 9.2 be kept confidential in accordance with Committee's reasons to deal with this item in confidence pursuant to Section 90 (3) (b) of the Local Government Act 1999:

- Report for Item 9.2
- Attachment(s) for Item 9.2
- Minutes for Item 9.2

This order shall operate for 12 months until the next scheduled annual review of confidential items by Council at which time this order will be reviewed and determined in accordance with Section 91(9)(a) of the Local Government Act 1999.