



# 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, 20 AUGUST 2019 AT 7:00PM**

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

**SAM GREEN**  
**ACTING CHIEF EXECUTIVE OFFICER**  
Issue Date: Thursday, 15 August 2019

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### MEMBERSHIP

#### **PRESIDING MEMBER – CR ANDREW CRAIG**

Mayor Glenn Docherty	Cr Akram Arifi	Cr Marilyn Baker
Cr Stephen Coppins	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  
Services Committee Meeting**

**AGENDA**

**TUESDAY, 20 AUGUST 2019 AT 7:00PM**

**1 ATTENDANCE RECORD**

1.1 Present

1.2 Apologies

Cr Dennis Ryan

1.3 Not Present

**2 CONFIRMATION OF MINUTES**

**RECOMMENDATION**

The Minutes of the Services Committee Meeting held 16 July 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 Independent Member Policy (Attachments) .....6

5.2 Footpath Shading .....25

*Matters for Information.*

5.3 Angle Vale Drainage .....31

**Matters to be considered by the Committee Only**

*Matters for Information.*

5.4 2018/19 Quarterly Organisational Performance Report - Quarter 4  
(Attachment).....36

**6 INFORMAL DISCUSSION**

6.1 Service Alignment Update ..... 158

**7      INFORMAL ACTIONS**

**8      CONFIDENTIAL MATTERS**

8.1      Grenville Hub - Prudential Review Update (Attachment) ..... 160

**9      CLOSURE**

## **STAFF REPORTS**

### **MATTERS TO BE CONSIDERED BY THE COMMITTEE AND REFERRED TO COUNCIL**

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

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## 5.1 INDEPENDENT MEMBER POLICY

**Responsible Executive Manager :** Ms Grace Pelle

**Report Author :** Ms Susie Reichstein

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

**Attachments :**

- 1 [↓](#). Revised Independent Member Policy
- 2 [↓](#). Recruitment and Appointment of Independent Members Procedure

### PURPOSE

The Independent Member Policy is presented for Council to consider proposed amendments, including an increase to the sitting fees payable to Independent Members of the Corporate Governance Committee (CGC) and the Council Assessment Panel (CAP), which are required to be reviewed biennially.

### STAFF RECOMMENDATION

That Council adopt the revised Independent Member Policy (Attachment 1), incorporating the sitting fees payable to Independent Members of the Corporate Governance Committee (CGC) and the Council Assessment Panel (CAP).

### EXECUTIVE SUMMARY

The Independent Member Policy was adopted by Council in September 2017. The Policy incorporates the sitting fees payable to Independent Members of the Corporate Governance Committee (CGC) and the Council Assessment Panel (CAP). In accordance with the Policy, sitting fees for Independent Members are required to be reviewed biennially.

Staff recommend an increase in the sitting fees payable to Independent Members in order to attract and retain high quality members. All CAP Panel Members will soon be required to attain accreditation through the Department of Planning, Transport and Infrastructure (DPTI) specifically to sit on the CAP, and as such an increase in the sitting fee is considered to be warranted.

### 1. BACKGROUND

The purpose of the Independent Member Policy is to outline the requirements, support and remuneration of Independent Members of Council's Section 41 Committees and Panels.

The Policy was reviewed by Council on 6 June 2017 and further amendments resulting from legislative changes were endorsed by Council on 26 September 2017. The Policy is now again due for review.

Independent Members appointed to the Corporate Governance Committee (CGC) and the Council Assessment Panel (CAP) are paid a meeting sitting fee for their services. The sitting fees paid to Independent Members are detailed within the Independent Member Policy and are required to be reviewed every two years.

Sitting fees for Independent Members to the Council Assessment Panel (CAP) and the Corporate Governance Committee (CGC) have not been increased since August 2015. Council resolved on 6 June 2017 to continue to pay the sitting fees determined by Council in August 2015 to Independent Members of the CAP and CGC.

As a part of the Department of Planning, Transport and Infrastructure's (DPTI) new planning and development system being rolled out across the state, CAP Members will soon be required to become accredited under the Accredited Professionals Scheme. The exact date accreditation will be mandated is not yet known, but according to the DPTI Planning Portal, it is anticipated to be in late 2019. As the costs for accreditation will be borne by individual CAP Independent Members, it is considered that an appropriate increase to the remuneration fee for Independent CAP Members is warranted.

## **2. RELEVANCE TO STRATEGIC PLAN**

### 1: Smart Service Delivery Program

#### Outcome 1.2 Improved service delivery

Although this report links to Council's Smart Service Delivery Program, this specific decision will have no significant impact on its progress.

## **3. PUBLIC CONSULTATION**

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

## **4. DISCUSSION**

- 4.1** This review has resulted in minor administrative and formatting amendments to the Policy (Refer Attachment 1) to improve readability and remove minor grammatical errors. Reference to an Annexure detailing the sitting fees has been deleted, as the sitting fees are encompassed within the Policy.
- 4.2** Two incorrect references to sections 74 and 72 (4) from the *Local Government Act 1999* have been updated to refer to the correct applicable sections, 114 and 118.
- 4.3** Staff are recommending an increase to the sitting fee of \$50 for both CGC and CAP Independent Members. The proposal is to increase both CGC and CAP Independent Member sitting fees by the same amount, to ensure consistency and alignment of sitting fees. The Independent Member Policy, prescribes that if an Independent Member is also a Presiding Member of a Committee or Panel, they will receive 125% of the Independent Member sitting fee for that Committee and this is recommended to be retained at the existing level.
- 4.4** Table 1 below outlines the sitting fees for Group 1B Councils Audit Committee (Corporate Governance Committee) per meeting. The current and proposed sitting fees for Playford are also included in Table 1.

<b>Table 1: Group 1B Audit Committee (CGC) Sitting Fees Per Meeting</b>		
<b>COUNCIL</b>	<b>SITTING FEE INDEPENDENT MEMBER</b>	<b>SITTING FEE PRESIDING MEMBER</b>
<b>Tea Tree Gully</b>	<b>\$500</b>	<b>\$1,032*</b>
<b>West Torrens</b>	<b>\$782</b>	<b>\$1,032*</b>
<b>Marion</b>	<b>\$1,000</b>	<b>\$1200</b>
<b>Holdfast Bay</b>	<b>\$417</b>	<b>\$1,032*</b>
<b>Mitcham</b>	<b>\$400</b>	<b>\$505</b>
<b>Playford (Current)</b>	<b>\$425</b>	<b>\$532</b>
<b>Average</b>	<b>\$587</b>	<b>\$889</b>
<b>Playford (proposed)</b>	<b>\$475</b>	<b>\$594</b>

\*Note – The figures listed for Presiding Members for Tea Tree Gully, West Torrens and Holdfast Bay are the sitting fees paid to Presiding Members that are Council Members, not Independent Members.

- 4.5** CAP Members will be required to hold and maintain professional development points in various planning fields to show continuous development once the new accreditation scheme is mandated. Training will be a cost that is borne by the Independent Members under the terms of their engagement.
- 4.6** The accreditation scheme will require Independent CAP Members to pay a fee to be accredited by DPTI in order to sit on the CAP. The fees payable to DPTI are \$560 to initially become accredited and an annual fee of \$180 to maintain accreditation. This is an additional obligation to the existing qualifications that members have been required to demonstrate to be appointed to the CAP.
- 4.7** Due to the new requirement for CAP members to be accredited specifically to sit on the CAP, an increase in the sitting fee is considered to be warranted. A \$50 increase to the CAP Independent Member sitting fees per meeting is considered reasonable to compensate Members for a large proportion of the costs associated with the initial accreditation fee and annual accreditation maintenance fees.
- 4.8** Table 2 below outlines the sitting fees for Group 1B Councils, Council Assessment Panels per meeting. The current and proposed sitting fees for Playford are also included in Table 2.



<b>Table 2: Group 1B Council Assessment Panel (CAP) Sitting Fees Per Meeting</b>		
<b>COUNCIL</b>	<b>SITTING FEE INDEPENDENT MEMBER</b>	<b>SITTING FEE PRESIDING MEMBER</b>
<b>Tea Tree Gully</b>	<b>\$320</b>	<b>\$430</b>
<b>West Torrens</b>	<b>\$486*</b>	<b>\$891*</b>
<b>Marion</b>	<b>\$400</b>	<b>\$500</b>
<b>Holdfast Bay</b>	<b>\$417</b>	<b>\$522</b>
<b>Mitcham</b>	<b>\$420</b>	<b>\$540</b>
<b>Playford (Current)</b>	<b>\$400</b>	<b>\$500</b>
<b>Average</b>	<b>\$407</b>	<b>\$564</b>
<b>Playford (proposed)</b>	<b>\$450</b>	<b>\$564</b>

\*Note – The figures listed for West Torrens are approximate as Members of the CAP are paid an annual fee. The figure listed is based upon the CAP meeting on 12 occasions, once every month in a year.

## 5. OPTIONS

### Recommendation

That Council adopt the revised Independent Member Policy (Attachment 1), incorporating the sitting fees payable to Independent Members of the Corporate Governance Committee (CGC) and the Council Assessment Panel (CAP).

### Option 2

Council adopt the revised Independent Member Policy with the following amendments:

- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_

## 6. ANALYSIS OF OPTIONS

### 6.1 Recommendation Analysis

#### 6.1.1 Analysis & Implications of the Recommendation

The proposed policy has been reviewed to ensure that the correct legislation is referenced, correct minor administrative errors and improve readability.

The major change encompassed within the revised Policy is the proposed increase to the meeting sitting fees payable to Independent Members of the CGC and CAP. Given sitting fees have not been increased since 2015, this is considered reasonable and necessary to ensure the calibre of Independent Members on the CGC and CAP. The impending mandatory requirement for all CAP Members to be accredited, with the associated costs to be paid by individual Independent Members, gives further weight to the recommendation to increase sitting fees payable to CAP Independent Members.

### 6.1.2 Financial Implications

Each year when considering and setting budgets, allowance is given for any special meetings that may be called throughout the year. Consideration is also given to the possible requirement for an Independent Member to attend training or present at an Ordinary Council meeting, of which they are entitled to 50% of their sitting fee.

Based on the current membership and meeting schedules, the proposed sitting fee figures would result in the following increase:

Committee	Independent Members	Scheduled Meetings	Expected Increase per Financial Year
<b>Corporate Governance Committee</b>	3	5	\$810
<b>Council Assessment Panel</b>	3	12	\$1968
		<b>TOTAL</b>	<b>\$2778</b>

An additional \$3850 was budgeted for Independent Member sitting fees in the 2019/20 budget in anticipation for a sitting fee and policy review. The proposed expenditure increase for Independent Member sitting fees will be covered from this budget, should Council endorse the Recommendation.

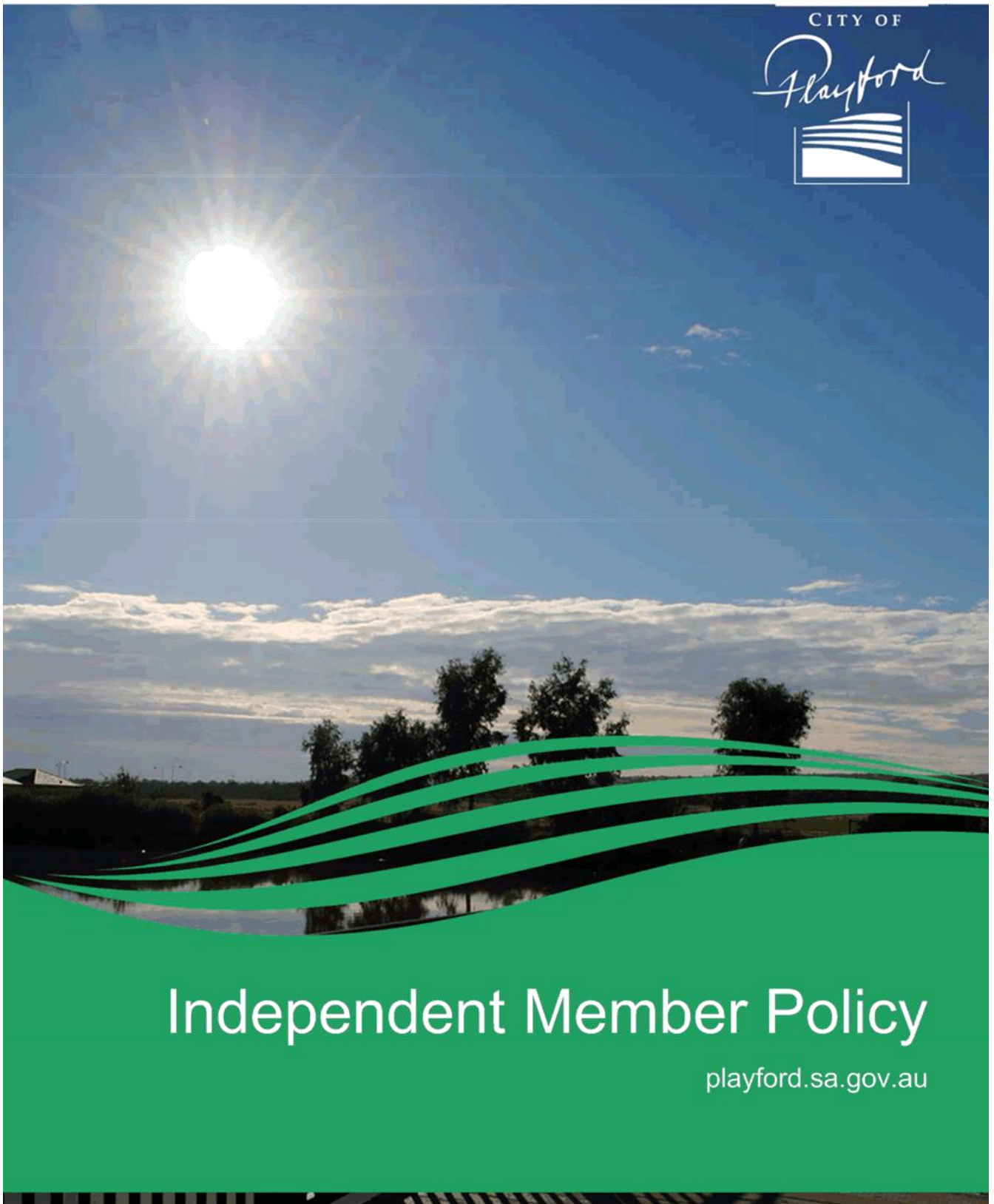
## **6.2 Option 2 Analysis**

### 6.2.1 Analysis & Implications of Option 2

Option 2 allows Council to propose amendments to the Policy and consider the adoption of a revised Policy at a future Ordinary Council meeting. Any proposed amendments must be in accordance with legislative requirements and as such will be considered by staff to ensure compliance.

### 6.2.2 Financial Implications

The financial implications of any proposed changes to the policy are dependent on the amendments made.



# Independent Member Policy

[playford.sa.gov.au](http://playford.sa.gov.au)



## Independent Member Policy

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

**ECM Document Set No.:** 2855138

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**Version No.:** ~~5.04.12~~

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**Date of Current Version** ~~26/09/2017~~ [27/08/2019](#)

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**Responsible Team** Governance

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**Other Key Internal Stakeholders** Executive Officers

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**Initial Date of Adoption** 25/05/2010

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**Last Reviewed** 06/06/2017

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**Authorised By** Ordinary Council

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**Resolution No.:** [2977TBC](#)

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**Legal Requirement** N/A

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**Date of Next Review** 25/08/~~2019~~ [2021](#)

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## 1. Purpose

The purpose of this Policy is to outline the requirements, support and remuneration ~~cognition~~ of Independent Members of Council Section 41 Committees and Panels. Council recognises the value of the experience, skills and expertise that Independent Members bring to Committee and Panel discussions and decisions.

## 2. Scope

This Policy applies to Independent Members on all Section 41 Committees of Council and Council Assessment Panel (CAP).

## 3. Legislation and References

### [Local Government Act 1999](#)

- Section 41 – Committees
- Section 126 – Audit Committee

### [Development Act 1993](#)

- Section 56a – Council to establish development assessment panels

### [Council Committee and Panel Charters/Terms of Reference](#)

Form 5 - City of Playford Primary Return Form – Members

Form 6 - City of Playford Ordinary Return Form – Members

Schedule 1 - City of Playford Primary Return Form – CAP Independent Members

Schedule 2 - City of Playford Ordinary Return Form – CAP Independent Members

## 4. Definitions

**Act** refers to *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 office of Chief Executive Officer.

**Committee** are Section 41 Committees established by Council and for the purpose of this policy, reference to Committee includes the Council Assessment Panel (CAP).

**Independent Member** is a member of a Section 41 Committee or Panel who are not elected but have been appointed by the Council as members of that Committee or Panel. Staff who attend or are Executive Officers of the Committee are not Independent Members.

**Primary Return** is the first Return form submitted on commencement of employment.

**Ordinary Return** is a Return form submitted annually after the submission of a Primary Return.

**Register** means a Register of Interests kept for the purposes of Division 2 – Register of Electronic version is the controlled version. Printed copies are considered uncontrolled. Before using a printed copy, verify that it is the current version.

interests under the Local Government Act 1999 and Schedule 1 — Disclosure of financial interests under the Planning, Development and Infrastructure Act 2016.

**Return period** in relation to an ordinary return of a person, means—

- (a) In the case of a Primary Return, 30 days from the commencement of employment.
- (b) in the case of a person whose last return was a primary return—the period between the date of the primary return and 30 June next following; and
- (c) in the case of any other person—the period of 12 months expiring on 30 June on or within 60 days after which the ordinary return is required to be submitted.

## 5. Policy

### 5.1 Recruitment and Appointment of Independent Members

5.1.1 The ~~Administrative Recruitment and~~ Appointment of Independent Members Procedure outlines the process of recruiting/appointing Independent Members.

### 5.2 Independent Member Remuneration

5.2.1 In establishing Independent Member sitting fees for each Committee, Council will take into account:

- a) industry standards and trends;
- b) appropriate rates to attract the required skills and experience to fulfil the role; and
- c) ability to advise and make recommendations and/or decisions in the best interest of Council and the community.

5.2.2 Independent Member sitting fees will be established by Council biennially ~~(every two years)~~.

~~5.2.3—Sitting fees will be updated in Annexure A after each Council Review.~~

~~5.2.4~~ 5.2.3 Independent Members will be paid per meeting. Independent Members are entitled to receive their sitting fee for a special meeting of their Committee.

~~5.2.5~~ 5.2.4 Independent Members who are required to attend an Ordinary Council, other Committee Meeting or mandatory training are entitled to receive 50% of the Independent Member sitting fee.

~~5.2.6~~ 5.2.5 If an Independent Member is also a Presiding Member of a Committee or Panel, they will receive 125% of the Independent Member sitting fee for that Committee.

~~5.2.75.2.6~~ 5.2.75.2.6 In the event that an Independent Member cannot attend a scheduled meeting or has requested a leave of absence, no sitting fee will be claimed.

~~5.2.85.2.7~~ 5.2.85.2.7 A public register will be maintained of Independent Member sitting fees including training undertaken, as permitted in this Policy.

~~5.2.95.2.8~~ 5.2.95.2.8 All sitting fees paid will be published in Council's Annual Report as per the Local Government Act 1999, Schedule 4(1)(f)—Material to be included in the annual report of Council.

### 5.3 Training

5.3.1 Independent Members may be offered to undertake training relevant to their role on a Council Committee. This may include mandatory training required of Council Members and Council and Committee Meeting Procedure training.

### 5.4 Insurance/Liability

5.4.1 Whilst acting in their capacity, an Independent Member is classed as an employee for the purpose of Public Liability Insurance and Professional Indemnity Insurance under the Local Government Association Mutual Liability Scheme.

5.4.2 Whilst acting in their capacity as an Independent Member, for any honest act or omission, coverage will be provided for the purpose of Civil Liability insurance under the Local Government Association Mutual Liability Scheme.

5.4.3 In regards to personal injury or injuries sustained as a result of an action of an Independent Member in the execution of their role, Independent Members will be covered under the Personal Accident Policy provided under the Local Government Risk Services, as outlined by the Private Health Insurance Act 2007. Council is not required to pay any gap from medical expenses.

5.4.4 Whilst acting in their capacity as an Independent Member, Personal Accident coverage will be provided. Note that under the Private Health Insurance Act 2007 this policy does not cover medical expenses and Independent Members are responsible for their own medical expenses.

### 5.5 Access to Information

5.5.1 Committee documents will be supplied to Independent Members electronically, or in hard copy via courier on request.

5.5.2 Committee Agendas will be supplied prior to scheduled meetings, and as per legislation a minimum of three ~~(3)~~ clear days prior. Committee

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Members will receive at least four ~~(4)~~ hours' notice of any urgent special meetings.

5.5.3 Committee Minutes will be supplied as soon as possible following the meeting, and as per legislation, within five ~~(5)~~ days following after the meeting.

**5.6 Submission of Primary and Ordinary Returns**

5.6.1 Independent Committee Members who receive a sitting fee ~~as per Appendix 1~~ are required to submit a Primary Return within 30 days of initial appointment and an Ordinary Return annually while they remain appointed to the Committee. This is provided for in section 74-114 of the Local Government Act 1999.

5.6.2 CAP Independent Members are required to submit a Primary Return on initial appointment and Ordinary Return annually as per Schedule 1— Disclosure of financial interests of the Planning, Development and Infrastructure Act 2016.

5.6.3 Annually in July, Governance will notify ~~paid~~ Independent Members via memo the requirement to submit an Ordinary Return.

5.6.4 An Ordinary Return is required to be submitted within 60 days of 30 June.

5.6.5 Independent Member Returns will be included in a Register of Interests. As per legislation, this Register will be made available to members of the public on request (Local Government Act 1999 section 72(4)118 and Planning, Development and Infrastructure Act 2016 Schedule 1, Clause 3).

5.6.6 There are penalties under the Local Government Act 1999 and Planning, Development and Infrastructure Act 2016 for providing false information on a Return, such as the omission of information.

**5.7 Independent member Sitting Fees**

<b>Committee</b>	<b>Presiding Member Sitting Fee</b>	<b>Independent Member Sitting Fee</b>	<b>Council Resolution</b>
Corporate Governance	<u>\$532594</u>	<u>\$425475</u>	Council Resolution No. <u>2877-TBC</u>
CAP	<u>\$500563</u>	<u>\$400450</u>	Council Resolution No. <u>2877-TBC</u>



**6. Responsibilities**

Governance is responsible for implementation and review the Independent Member Policy. Executive Officers are responsible for ensuring the Policy is adhered to.

**7. Relevance to Strategic Plan**

1: Smart Service Delivery Program

Outcome 1.2 Improved service delivery

**8. Accessibility**

This Policy can be found on the City of Playford website at: <https://www.playford.sa.gov.au/policies>.

**9. Feedback**

We invite your feedback on this policy which can be directed to Manager - Governance to [playford@playford.sa.gov.au](mailto:playford@playford.sa.gov.au).

**10. Approval and Change History**

Version	Approval Date	Approval by	Change
1.0	25 May 2010	Council Resolution No. 1630	<ul style="list-style-type: none"> <li>• New Policy</li> </ul>
2.0	22 Oct 2013	Council Resolution No.1467	<ul style="list-style-type: none"> <li>• Revised Policy template</li> <li>• Removal of procedural matters from policy.</li> <li>• Creation of associated procedures for the appointment of Independent Members.</li> </ul>
3.0	25 Aug 2015	Council Resolution No.2253	<ul style="list-style-type: none"> <li>• Corporate Footer added to each page.</li> <li>• Policy statement updated to include reference to Committee recommendations.</li> <li>• Re-ordered 5.4 and 5.5.</li> <li>• Amended section 5.3.</li> </ul>

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Version	Approval Date	Approval by	Change
			<ul style="list-style-type: none"> <li>• Grammar error rectified in section 5.10 and 5.11.</li> <li>• Responsibilities section updated to responsibility of relevant Executive Officer for section 41 Committees.</li> <li>• Section 7 – Relevance to Strategic Plan updated.</li> </ul>
4.0	6 June 2017	Council Resolution No.2877	<ul style="list-style-type: none"> <li>• Interim administration review instigated to amend Policy and review sitting fees.</li> </ul>
4.1	26 September 2017	Council Resolution No. 2977	<ul style="list-style-type: none"> <li>• Amendment to change references of CDAP to CAP and to put policy into new template format.</li> <li>• Update of <a href="#">Legislation</a> from the Development Act 1993 to Planning, Development and Infrastructure Act 2016.</li> </ul>
5.0	<a href="#">27 August 2019</a>	<a href="#">Council Resolution No. TBC</a>	<ul style="list-style-type: none"> <li>• Revised Policy</li> <li>• <a href="#">Minor formatting corrections</a></li> <li>• <a href="#">Updated legislation</a></li> <li>• <a href="#">Increase in sitting fees</a></li> </ul>

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# Recruitment and Appointment of Independent Members

*(To be read in conjunction with Independent Member Policy)*

## 1. Purpose

The purpose of this Procedure is to provide guidance to:

- Council Members
- Staff; and
- Community Members interested in joining a Council body (Committee or Council Assessment Panel)

regarding the process and commitment of Council in respect to Independent Member appointments.

## 2. Approval and Change History

Version	Approval Date	Approval by	Change
1.0	31 May 2018	Senior Manager – Corporate Services	N/A

## 3. Scope

This Policy applies to Independent Members on all Section 41 Committees of Council and Council Assessment Panel (CAP).

	Procedure No.:		Version No.:	1
	ECM Document Set No.:	3066676	Initial Date of Adoption:	31 May 2018
	Authorised by:	Senior Manager – Corporate Services	Date of Current Version:	31 May 2018
	Document Maintained by:	Governance	Next Review Date:	May 2020

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#### 4. Definitions

**Act** refers to *Local Government Act 1999*.

**CAP** refers to Council's Assessment Panel.

**Chief Executive Officer (CEO)** means the Chief Executive Officer of a council and includes a Deputy or other person acting in the office of Chief Executive Officer.

**Committee** are Section 41 Committees established by Council and for the purpose of this policy, reference to Committee includes the Council Assessment Panel (CAP).

**Councillor** is a person appointed or elected by the electors of a particular ward, as a representative of the ward in the City of Playford.

**Executive officer** is appointed by the CEO to support the administration and operation of each Committee in conjunction with the Committee's Presiding Member.

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

**Mayor** is the person appointed or elected as the principle member of the City of Playford to represent the local government area as a whole.

**Nominee** means a person who nominates for a position.

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

#### 5. Legislation and References


- Section 41 of the Local Government Act 1999 provides Council with the power to establish Committees and appoint membership to those bodies.
- Section 56A of the Development Act 1993 provides Council with the power to establish and appoint the membership of its Council Assessment Panel.

#### 6. Guidelines

The City of Playford has Independent Members on two Section 41 Committees and the Council Assessment Panel (CAP).

- Civic Events Committee (unpaid)
- Corporate Governance Committee (paid)
- CAP (Paid)

Refer to the Independent Member Policy for further information on sitting fees.

	Procedure No.:		Version No.:	1
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The Civic Events Committee membership contains a number of community organisations. The organisations selected to sit on the Civic Events Committee are endorsed by Council. Each organisation will then fill their spot with a member of its choosing. See the Civic Events Committee Charter on the Council website for more detail.

For CAP and CGC the following process as outlined below.

### 6.1 Choosing an Appointment Process

The appointment process selected should take the following factors into account:

- the length of the appointment
- urgency in relation to filling the position
- the knowledge, skill set and experience required of new Members and whether these skills are essential or desirable
- rules and guidelines applicable to Members and any specific expectations required of Members (such as completion of Register of Interest forms)
- the known level of interest in a position and previous level of interest in available positions
- availability of training and expectations of Members in this regard

Where more than one position is available, Council should turn its mind to whether the knowledge, skill set and experience of all appointments needs to be the same or a mix of appointments is preferable.

Council needs to ensure when establishing an appointment process for independent appointments to Council Committees or CAP, that the process to be used aligns well with legislative requirements including composition of Committees or CAP, specified qualifications or expertise required for positions.


Where a position is anticipated to draw a high level of interest, the position should be advertised publicly to attract the best number of competitive applicants possible.

For further details on the establishment of the Council Assessment Panel see the Council Assessment Panel's Terms of Reference available on the Council website. The Corporate Governance Committee Charter may also be viewed on the Council website.

### 6.2 Determining the Selection Panel

Where appropriate, a Selection Panel should be formed to assess the applications/EOI for appointment of independent persons. The Selection Panel will then formulate its recommendation Council to consider.

Recommendations and appointments will be based on merit and be free from political influence and personal favouritism. Council acknowledges that the functionality of Committees and CAP can be improved by having diversity in the knowledge, skills and experience of its Members.

	Procedure No.:		Version No.:	1
	ECM Document Set No.:	3066676	Initial Date of Adoption:	31 May 2018
	Authorised by:	Senior Manager – Corporate Services	Date of Current Version:	31 May 2018
	Document Maintained by:	Governance	Next Review Date:	May 2020

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### 6.3 Determining Selection Criteria

In respect to making Independent Member appointments, Council should consider the applicant(s) experience in regard to the following prior to voting on appointments:

- Understanding of the relevant terms of reference and meeting procedures
- Prior experience in a similar capacity
- General understanding of relevant legislation, strategic and operational plans and policies as relevant
- Ability and availability to represent and have an affinity with the community as a whole
- Ability and availability to attend meetings and represent Council at appropriate events
- Willingness and availability to attend training, functions, activities and seminars that assist with the role in question
- Leadership and communication skills
- Ability to be impartial and fair in deliberations and commitment to making informed decisions

Council will continue its practice to appoint independent people to chair its Committees where appropriate as it provides opportunity for Community leadership and can result in improved Community outcomes for some Committee matters.

When considering applications of candidates, it is important to consider the following attributes as Independent Members can be appointed as "presiding members" of s41 Committees:


- Expertise in chairing meetings within Local Government
- Ability to preside efficiently, firmly and fairly over meetings
- Ability to manage conflict and differing opinions
- Ability to be impartial and fair to all speakers when chairing meetings

### 6.4 Advertising

Advertising of positions will be considered on a case by case basis and staff will consider the method that will best reach the target market.

Staff will utilise methods that result in the greatest cost-benefit to Council when preparing advertisements for positions.

See example advertisement below.

	Procedure No.:		Version No.:	1
	ECM Document Set No.:	3066676	Initial Date of Adoption:	31 May 2018
	Authorised by:	Senior Manager – Corporate Services	Date of Current Version:	31 May 2018
	Document Maintained by:	Governance	Next Review Date:	May 2020

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**EXPRESSIONS OF INTEREST Independent  
Members for Council's Development Assessment  
Panel**

The City of Playford is seeking Expressions of Interest (EOI) from qualified and experienced members of the public to sit on the Playford Council Development Assessment Panel (CDAP).

The CDAP consists of 4 Independent Members of the public and 3 Councillors. The CDAP meets once a month, usually at 6:00pm on the third Monday of every month at the Playford Civic Centre, 10 Playford Boulevard, Elizabeth.

The CDAP is responsible for assessing a wide range of development applications including new houses, land divisions, major commercial developments and changes in land use. It has a significant role in ensuring that new development proposals are consistent with the provision of Council's Development Plan. The CDAP considers about 5% of all applications received by the Council.

The Council is seeking EOI to fill 4 positions comprising one Independent Presiding Member and three Independent Members from the community who are planning and development professionals with skills and experience in the following areas:

- Qualifications and extensive applied experience in urban and regional planning, with a detailed working knowledge of the Development Act & Regulations;
- Sound knowledge of the City of Playford Council area; and,
- Practical knowledge and applied experience in urban design, land use planning (in particular as it relates to semi-rural areas) or property development (in particular as it relates to the division of large greenfield sites).

Applications for Presiding Member will ideally demonstrate experience in chairing formal meetings and interpreting meeting procedures.

The Presiding Member sitting fee is \$500 (excl. GST) per meeting and the sitting fee for all other Independent Members is \$400 (excl. GST) per meeting.

It is anticipated that the new panel members will commence in March/April 2015.

Please email your EOI demonstrating your qualifications and experience to:

Mr Matthew Romaine, Manager, Planning Assurance, City of Playford at email: [mromaine@playford.sa.gov.au](mailto:mromaine@playford.sa.gov.au)

The closing date for submissions is 5:00pm, Friday 27 February, 2015.

For further information, please contact Matt Romaine, Manager, Planning Assurance, on 8256 0333.

**6.5 Assessing Applications**

The Executive Officer will establish assessment processes and methods that:

- Result in the identification of a person(s) who most satisfies the qualifications and other merit criteria used in making the appointment decision
- Provide a sound basis for making appointments according to merit

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Staff will provide a recommendation (including reasons for their advice) in a report to Council for consideration. Information about interested candidates will be provided to Council Members in a manner that protects the privacy of individuals.

All Committees and CAP appointments will be made by Council. Council reserves the right not to appoint a person for a position where it considers that applicant does not meet the required selection criteria.

**6.6 Selection and Appointment**

The Chief Executive Officer will ensure that all persons recommended to Council for appointment:

- Meet any relevant qualifications, operational requirements and organisational needs that were used to make the recommendation
- Comply with the Terms of Reference of the relevant Committee or CAP

The Executive Officer will:

- Include reasons for the proposed appointment when making recommendations to Council
- Ensure that all nominees for appointment are advised of the outcome of the appointment process prior to the minutes of the Council meeting (where the matter was decided) being published
- Ensure that the offer of appointment is made in writing and clearly sets out all of the conditions of the appointment


**6.7 Unsuccessful nominees**

The Executive Officer will ensure that where applicants are assessed as being inappropriate for an advertised position, that:

- Applicants are made aware, in a timely manner, of the decision to eliminate them from consideration
- unsuccessful applicants who request feedback have access to sufficient information concerning themselves to understand and discuss the decision

**7. Supporting Documentation**

- Local Government Act 1999
- Development Act 1993
- Council Committee and Panel Charters/Terms of Reference

	Procedure No.:		Version No.:	1
	ECM Document Set No.:	3066676	Initial Date of Adoption:	31 May 2018
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## 5.2 FOOTPATH SHADING

**Responsible Executive Manager** : Mr Andrew Nesbitt

**Report Author** : Ms Kaarina Sarac

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

### PURPOSE

This report responds to a Motion Without Notice from the Ordinary Council meeting on 23 April 2019 regarding options for increasing shade cover over footpaths.

### STAFF RECOMMENDATION

- 1) Council receives the report.
- 2) Council consider a budget submission through the 2020/21 Annual Business Plan process to ensure that street trees removed at the end of their life are replaced.
- 3) Council to consider establishing aspirational tree planting targets through the review of its Strategic Plan.

### EXECUTIVE SUMMARY

This report is in response to the following Motion Without Notice carried at the Ordinary Council Meeting on 23 April 2019:

*“That the Administration provide a report on the cost to achieve a target of 50% shade coverage (using trees) over footpaths along streets within the City of Playford, including recommendations on how this could be achieved, for Council to consider.”*

Council is currently undertaking work to gather data on trees across the City of Playford and future maintenance and planting requirements. Previous work has identified a 2% reduction in canopy cover from 2006 to 2018 in urban areas across both public and private land (equating to around 95ha). On average, over the past five years, Council removes approximately 1000 street trees and plants around 400 street trees per year. This means a net loss of street trees is currently occurring through Council service delivery.

This report outlines current practice associated with tree maintenance, the challenges with the proposed 50% shade over footpaths target, and provides a proposed process to achieve the intent of the motion.

### 1. BACKGROUND

Shade cover over public spaces such as footpaths can be an important part of amenity and comfort for users of the spaces, with trees being a relatively simple way of creating substantial shade across an area.

A tree planting program can be provide a range of other benefits such as:

- From a public health perspective, shade from large trees creates a localised cooling effect, especially during hotter days. Trees are a cost effective way to mitigate localised heat effects.
- The streetscape helps define a City's character in much the same way as urban design because trees and other vegetation physically define a place. Trees are part of improving the aesthetic of a suburb or streetscape.
- Trees provide habitat for a wide range of species including beneficial insects, native birds and other wildlife.

As street trees enhance neighbourhood aesthetics, they are consequently proven to increase property values. Two academic studies relevant to Australia are a 2016 study by the School of Economics at the University of Queensland which discusses property value returns in relation to street trees (<https://www.uq.edu.au/economics/abstract/563.pdf>); and a 2002 study by the School of Economics and Centre for International Economic Studies at the University of Adelaide which looked at the value of Adelaide's street trees from economic and environmental services perspectives ([https://treenet.org/wp-content/uploads/2017/06/02TS-THE-ECONOMIC-VALUE-OF-TREES-IN-URBAN-AREAS\\_Killicoat-Puzio-Stringer.pdf](https://treenet.org/wp-content/uploads/2017/06/02TS-THE-ECONOMIC-VALUE-OF-TREES-IN-URBAN-AREAS_Killicoat-Puzio-Stringer.pdf) )

### Current policies

Council has a number of documents referring to trees and canopy cover. These include:

- The current Service Standard that "*Trees within the council area are well maintained which contributes to mental and physical benefits and positively impacts on health and wellbeing of Playford residents and visitors.*" Its focus is on providing a responsive service in relation to both planned work orders as well as those generated by customer requests.
- The Open Space Guidelines which specifies that Council will aim for a "*no net loss of trees*".
- The Adapting Northern Adelaide Climate Change Plan specifies an immediate priority "*to increase tree planting rates in urban areas to increase shade, with a focus on vulnerable community hotspots.*"
- An Environmental Strategic Directions Paper outlines an aspirational outcome to "*Green the City and protect locally native species*". It outlines three broad strategies to do this, including by "*creating cool, shady, pleasant open spaces and street-scapes.*"
- Council's Vegetation Management Policy *recognises the importance of trees and native vegetation as "an asset that enhances the environment and contributes to the well-being of the community."*

### Current targets

While Council has policy statements as outlined above, it does not have targets relating to trees or canopy cover. However, there are State and Federal Government targets which align to trees and canopy cover, with the key ones being:

- The 30-Year Plan for Greater Adelaide has a target to increase canopy cover by 20% by 2045 for council areas with less than 30% tree canopy cover.
- The Australian Government has a target to plant 20 million trees by 2020 with the community, in order to re-establish green corridors and urban forests.

### Current practice

The City Operations team is responsible for Council's extensive streetscape maintenance programs, which includes maintaining verges through mowing, weeds and tree management. On average, Council has planted 400 and removed 1000 street trees each year (approximate averages over past 5 years). Removals occur for a range of reasons such as vandalism, damage to trees by storm events, safety, and trees reaching end of life.

All newly planted trees require regular watering for the first 2-3 years of their life. Formative pruning occurs up until trees are approximately 7-10 years old depending on species. Maintenance of the existing tree network therefore requires initial establishment, followed by proactive regular pruning and responsiveness to reported issues.

#### Current data

Council has a range of data to understand its tree and vegetation assets. These are:

##### *Biodiversity and weed mapping of Council reserves in 2017-18*

Provides an understanding of native vegetation and key weed threats across Council's connected reserves. It does not cover roadsides except for the larger wind-break areas.

##### *A canopy assessment in 2018*

Provides a snapshot of the canopy cover over public and private lands across the City. It found that established areas have a tree canopy cover of 20-25%, while newer residential areas have a canopy between 10-16%.

Across urban areas, canopy cover decreased by 2% (approx 95ha between 2006 and 2018). Of this loss, approximately 50-55ha occurred on Council-owned land and 40-44ha occurred on privately owned land. The loss of trees is likely to be due to infill development, tree removal due vandalism, safety concerns, and proactive removal of trees at the end of life.

##### *A tree audit*

A tree audit is currently being trailed. The audit will provides the location, species and condition for all trees on Council lands including street verges. This is an ambitious exercise which will take several years to complete. It will enable Council to understand the current status of trees on its land, understand areas that require additional tree planting and will inform future planting programs. This work is essential to have a comprehensive understanding of the scope of works and associated costs in increasing tree planting across the City.

## **2. RELEVANCE TO STRATEGIC PLAN**

### 1: Smart Service Delivery Program

Outcome 1.1 High quality services and amenities

A focus on providing shading over footpaths is an enhancement of Council's tree planting and streetscape programs. This would be an increase and a shift in focus to existing service delivery.

## **3. PUBLIC CONSULTATION**

Community consultation is not required at this time, but may be necessary at a later date.

## **4. DISCUSSION**

- 4.1** The Motion refers to a 50% shade cover target. Increasing shade cover is a way to improve amenity and thermal comfort in an area, however it can be challenging to measure as shade cover changes throughout the day and over time as trees grow.
- 4.2** Specific and measurable targets are a method to understand and communicate activities. For example, the City of Onkaparinga's Urban Forest target of planting 100,000 trees by 2045, provides a clear aim of a measurable activity (the number of trees) over a specified timeframe (by 2045). This target is silent on the methods

to achieve the target, providing for a range of activities to be undertaken, depending on resources and opportunities.

- 4.3** An increase in shade is a direct community outcome of a tree planting program, which can be measured indirectly through proxy measures, such as the number trees planted over time (easy to measure on a yearly basis) or overall canopy cover (can be measured in approx. 5-10year spans)
- 4.4** Currently Council is seeing a net loss of street trees and overall canopy across its urban developed area. An increase to the current tree planting program to ensure no net loss in street tree numbers could be considered in the 2020-2021 Annual Business Plan and Budget deliberations. This would provide resourcing to halt the net removal of street trees while providing time for continued data collection to understand street tree conditions and to make decisions about future directions.
- 4.5** Consideration of targets for tree planting should be included in Council's review of its Strategic Plan. The Strategic Plan informs activities including Service Standards and provides direction to develop aspirational changes to a service.
- 4.6** An aspirational target can be specific to street trees or can consider the broader canopy cover across the City of Playford, including Council owned open spaces, private properties, and streetscapes.
- 4.7** This type of target would provide clear direction which can be met through multiple activities, each of which will be resourced on merit through standard resourcing and budget discussions.

## **5. OPTIONS**

### Recommendation

- 1) Council receives the report.
- 2) Council consider a budget submission through the 2020/21 Annual Business Plan process to ensure that street trees removed at the end of their life are replaced.
- 3) Council to consider establishing aspirational tree planting targets through the review of its Strategic Plan.

### Option 2

Council receives the report.

## **6. ANALYSIS OF OPTIONS**

### **6.1 Recommendation Analysis**

#### 6.1.1 Analysis & Implications of the Recommendation

Council recently considered a funding submission as part of the 2019/20 Annual Business Plan to increase the planting of Street Trees which would ensure no net loss of Trees. It is recommended that this funding submission is considered again as part of the 2020/21 Annual Business Plan. While it does not increase canopy cover immediately, it helps to ensure no further loss occurs on streetscapes. The collection of tree data will provide Council the information required to understand the scope of works and associated cost to increase Street Tree planting across the City.

Consideration on directions and targets for trees within a review of the Strategic Plan will help to define the long-term vision that Council has. The Strategic Plan informs a range of activities from minor shifts in business-as-usual to new initiatives and services. Some actions will require low resourcing and others may be significant. Each would be considered on its merits and via the various resource allocation mechanisms available to Council.

Given the level of interest in streetscapes and trees, as well as associated public health and environmental implications, this topic has many facets. Using Special Interest group discussions to further explore this topic may assist in understanding the breadth of it and help individual Council members to formulate their thoughts on its relative importance compared to other services Council provides.

### 6.1.2 Financial Implications

The recommendation would bring a budget bid to increase street tree planting to Council as part of the 2020-2021 Annual Business Plan.

Longer term tree planting targets can be considered without a specific financial consideration as individual programs and activities will need to consider resourcing on their merits through the Annual Business Plan.

Overall, tree planting programs will need to consider the cost structure of tree management over the life of a tree:

- Initial cost of planting occurs in the first year of a tree's life, and includes purchase of the plant, planting, stakes and guards, and initial watering.
- Establishment costs occur for the first 5-7 years, and include watering and formative pruning. These costs reduce as the tree matures.
- End-of-life removal and replacement costs.

While this is akin to an asset life-cycle, trees are not classified as an asset under Accounting Standards. Therefore, a tree planting program will not be capital expenditure, but will instead be treated as operating expenditure, impacting on Council's overall operating result.

This means there may be long term financial implications of large scale planting programs, depending how they are structured and the timeframe in which they are rolled out.

## **6.2 Option 2 Analysis**

### 6.2.1 Analysis & Implications of Option 2

This option will yield a 'business as usual' approach to service provision.

### 6.2.2 Financial Implications

There are no direct financial implications associated with Option 2.

## **STAFF REPORTS**

### **MATTERS TO BE CONSIDERED BY THE COMMITTEE AND REFERRED TO COUNCIL**

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***Matters for Information.***

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### 5.3 ANGLE VALE DRAINAGE

**Responsible Executive Manager :** Mr Andrew Nesbitt

**Report Author :** Mr Andrew Smith

**Delegated Authority :** Matters for Information.

#### **Purpose**

To provide information in response to the Motion Without Notice tabled at the Council meeting of 28 May 2019 relating to drainage issues in Angle Vale Road west of the Heaslip Road roundabout, and, Heaslip Road adjacent the shopping centre.

#### **STAFF RECOMMENDATION**

The information report be received by Council.

#### **Relevance to Strategic Plan**

1: Smart Service Delivery Program

Outcome 1.2 Improved service delivery

#### **Relevance to Public Consultation Policy**

As this matter is for the information of Council only, there is no requirement to consult with the community.

#### **Background**

At the Council meeting held on 28 May 2019, a Motion Without Notice was adopted requiring;

*“That Council administration bring back a report to the chamber that looks at rectifying the long standing drainage issues in the township of Angle Vale on Angle Vale Road, west of the roundabout at Heaslip and Angle Vale Roads, and the main street in front of the shopping centre at Heaslip Road ?*

*Among other things, the report is to include the cost of rectifying the drainage issues along these two stretches of roads, to what extent (if any) the Department for Planning Transport and Infrastructure (DPTI) is also responsible and what the administration of council can do to work with DPTI to put a formal solution in place to address these long standing problems as a matter of urgency. Such a report is to come back to council for our consideration within 3 months.”*

This request for information primarily relates to existing stormwater issues in Angle Vale Road and Heaslip Road. However, it is noted that the subject sections of both roads are included under the Angle Vale Growth Area Road Infrastructure Deed and there is a strong relationship between road upgrade works under the Deed and any consideration of stormwater upgrades. These works would need to be designed and undertaken contemporaneously to provide cost efficiencies, minimise disruption and ensure a coordinated solution.

Information relating to the Angle Vale Road Infrastructure Deed has been provided previously and this report should be read in conjunction with the two memos circulated to Elected Members regarding Angle Vale Road and dated 16 April 2019 and 8 May 2019.

### **Current Situation**

A key consideration for Council is that Angle Vale Road and the subject section of Heaslip Road under the care and control of the Department of Planning, Transport and Infrastructure (DPTI). However, in terms of stormwater management, DPTI are only responsible for the water run-off generated by the road itself. All other stormwater run-off generated by existing and new development, and adjoining roads entering Angle Vale Road and Heaslip Road is the responsibility of the Council.

Accordingly, to the extent that DPTI are responsible for road surface water, the scope of upgrade works detailed under the Angle Vale Road Infrastructure Deed comprising upgraded/renewed footpaths, kerb and watertables in Angle Vale Road and Heaslip Road will primarily address road surface run-off.

The Council is therefore responsible for all other stormwater, including stormwater disposal, and where the volumes are significant as in Angle Vale Road, and new underground "pit & pipe" trunk drainage systems are required, the Council is responsible for these works.

The MWON requests that the Council's Administration work with DPTI to put a formal solution in place and to the extent that the Administration have regular discussions with DPTI regarding timing and funding of Road Deed works, these discussions will continue. The Council's concerns regarding timing and the urgency of complimentary stormwater works have been and will also continue to be raised with DPTI.

The existing stormwater system in Angle Vale Road is already at maximum capacity and requires a significant upgrade to accommodate both existing township run-off and new development.

There is no underground trunk stormwater system in Heaslip Road to accommodate existing and future development.

### **Timing and Funding**

The 2 key issues to consider relate to timing and funding. As indicated above, any road and stormwater upgrade works need to be designed, funded and scheduled together as a single project.

#### Timing – Road Works

DPTI have currently scheduled the Road Deed funded upgrade of Heaslip Road to occur in FY 2021/2022 at which time the funding will be released for those works.

At this time, DPTI have not included the Road Deed funded upgrade of Angle Vale Road in their 3-year rolling schedule.

The Council, at a recent Road Deed update meeting with DPTI on 3 July 2019, requested that Angle Vale Road works be included in FY 2020/2021 so that funding can be released. Council has not received any confirmation from DPTI.



Timing – Stormwater Works

There have been no trunk stormwater works scheduled for Heaslip Road or Angle Vale Road at this time.

Funding – Road Works

The Council's 4-Year Delivery Plan contains a budget submission to cover the Council's financial contribution for the Angle Vale Road upgrade under the Road Deed and due to current rates of development, that funding has been scheduled for the FY 2020/2021.

There is currently no budget submission for Council's contribution to the Heaslip Road upgrade but now that DPTI have scheduled funding from the Road Deed Fund, a budget submission will be made in FY 2020/2021.

Funding – Stormwater Works

The Council Administration has considered the likely scope of upgraded and new trunk drainage works for both roads and the indicative costs are summarised in the table below. The table also includes the respective Road Deed costs to provide a total cost for both.

<b>Road and Stormwater Cost Summaries / Angle Vale Road &amp; Heaslip Road</b>		
	<b>Angle Vale Road – Heaslip Road to Chivell &amp; Short Rds</b>	<b>Heaslip Road – Curtis Road to Fradd Road East</b>
<b>Estimated Underground Stormwater Upgrade Costs (\$s)</b>	<b>3,000,000 – 4,000,000</b>	<b>2,000,000 – 2,500,000</b>
<b>Council Road Deed Contribution Cost (March 2019 \$s)</b>	<b>1,115,000</b>	<b>690,000</b>
<b>Road Deed Upgrade Summary</b> 1. excludes signalisation of Fradd East Road intersection & Heaslip Rd/Curtis Rd roundabout 2. excludes resealing road pavement 3. excludes Heaslip Rd/Angle Vale Rd roundabout upgrade	a. Short Rd/Chivell Rd intersection upgrade b. Bubner Rd intersection upgrade c. Angle Vale Road upgrade (new kerb & gutter, new shared path, median painting)	a. upgrade with new kerbing & footpaths, bike lanes b. painted median
<b>TOTAL COSTS [Road &amp; Stormwater]</b>	<b>\$4,115,000 – 5,115,000</b>	<b>\$2,690,000 – 3,190,000</b>

It is noted that the stormwater figures are estimates and without a detailed road and stormwater design it is difficult to be more accurate at this time. These funds have not yet been included in any budget submission or Council's 4-year Delivery Plan.

### **Other Considerations**

The infrastructure costs above relate to Council's Road Deed contribution costs and the estimated stormwater costs.

Design and funding for street lighting and renewed road pavement for instance may be additional costs to those above.

### **Future Actions**

Overall, it is critical that upgrade works to Heaslip Road and Angle Vale Road do not occur in a piecemeal manner to ensure that the limited funds available from both the Road Deed Fund and the Council's Budget achieve maximum benefit for the community.

Council's Administration will continue to engage DPTI regarding the timing and release of Road Deed funding so that works can be scheduled. In addition, the coordinated timing and design of road upgrades including trunk stormwater design in Angle Vale Road and Heaslip Road will be raised with DPTI as a priority.

## **STAFF REPORTS**

### **MATTERS TO BE CONSIDERED BY THE COMMITTEE ONLY**

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***Matters for Information.***

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## 5.4 2018/19 QUARTERLY ORGANISATIONAL PERFORMANCE REPORT - QUARTER 4

**Responsible Executive Manager :** Ms Grace Pelle

**Report Author :** Mr Luis Lafosse

**Delegated Authority :** Matters for Information.

**Attachments :** 1 [↓](#). 2018/19 Quarterly Organisational Performance Report - Quarter 4

### **Purpose**

To inform Council of the organisation's performance against the Strategic Plan for the fourth quarter of 2018/19

### **STAFF RECOMMENDATION**

The "Quarterly Organisational Performance Report – 2018/19 Quarter 4" be received by Council.

### **Relevance to Strategic Plan**

#### 1: Smart Service Delivery Program

Outcome 1.1 High quality services and amenities

Outcome 1.2 Improved service delivery

Outcome 1.3 Working smarter with our community

Outcome 1.4 Enhanced City presentation, community pride and reputation

#### 2: Smart Living Program

Outcome 2.1 Smart development and urban renewal

Outcome 2.2 Enhanced City presentation, community pride and reputation

Outcome 2.3 Liveable neighbourhoods

#### 3: Smart Jobs & Education Program

Outcome 3.1 Growth and diversification of local jobs matched with relevant education and training.

Outcome 3.2 Commercial and industrial growth

Outcome 3.3 Sustainable economic transformation

Outcome 3.4 International market connections

#### 4: Smart CBD Program

Outcome 4.1 Expanded range of local services

Outcome 4.2 Growth and diversification of local jobs in the CBD

Outcome 4.3 Greater housing choice

Outcome 4.4 Increased social connections

Outcome 4.5 Commercial Growth

#### 5: Smart Sport Program

Outcome 5.1 Enhanced community pride and reputation

Outcome 5.2 Healthy and socially connected community

Outcome 5.3 Access to elite sporting facilities

## 6: Smart Health

Outcome 6.1 Access to quality, local health services

Outcome 6.2 Increased employment opportunities in health, disability and aged sectors

### **Relevance to Public Consultation Policy**

The Organisational Performance Report is principally for internal management purposes and there is no requirement to consult with the community.

### **Background**

The *Local Government Act 1999* requires accountability to the community in terms of both financial management and service delivery. Monthly financial reports are produced separately to the Organisational Performance Reports. The City of the Playford therefore produces this Quarterly Organisational Performance Report to provide an update made in the applicable quarter towards the services and projects funded in the 2018/19 Annual Business Plan and the achievement of the strategic outcomes set out in the Strategic Plan.

### **Current Situation**

Performance reporting assists with the continuous improvement of Council in the achievement of strategic goals and in the delivery of improved services to the community. It also assists business units in the achievement of specific performance targets which are set through organisational planning. The Organisational Performance Report is one of the primary means through which Councillors are provided with information pertaining to Council's strategic performance.

This report aligns our performance reporting to Council's 2016 Strategic Plan Update, adopted in July 2016.

The 2016 Strategic Plan Update incorporates the social and economic programs needed to transform the City of Playford into a Smart City, Connected Community. It details the work that needs to take place over the next four years, leveraging technology to help fulfil the community's vision for Playford to be prosperous, liveable and happy.

There are six programs that collectively build the future of the City:

- Smart Service Delivery.
- Smart Living.
- Smart Jobs and Education.
- Smart CBD.
- Smart Sport.
- Smart Health.

This Quarterly Performance Report is structured to give an update on the services and projects that are being undertaken by Council in support of each Strategy. Each service or project update includes the following information:

- Service / Project name

- Community outcome / Project description
- Links to strategic outcomes
- The last quarter.
  - Highlights.
  - Issues and counter measures
- Milestones (projects only)
- Senior Manager.

Service Standards have been developed as an articulation of a service Council delivers to the community as part of our Smart City, Connected Community strategy. It outlines the outcome the community receives as a result of the investment made, insight for improvement, and provides employees with the level of service they are expected to deliver. Service Standards are established and endorsed by the Council, and are monitored and reported through the corporate reporting framework. These standards are embedded in the organisation's performance, Annual Business Planning process, and Resident Satisfaction Survey and are driving a continuous improvement and customer oriented culture.

This is accomplished by ensuring all services are:

- Defined – every service has an appropriate community outcome statement.
- Measured – every service has performance measures.
- Completed to standard – services are delivered as per standard.
- Transparent - every service and Council's performance is reported to the community.
- Understood – the community has a good understanding of the services Council provides.
- Responsive - community feedback is incorporated through the Resident Satisfaction Survey and transactional surveys.
- Reviewed- every service is reviewed through a regular cycle or when the business need arises.

Included at the back of each Quarterly Performance Report is a summary of the status of the Strategic Projects portfolio for this year. This summary is provided to communicate any minor variations that have been made to the portfolio during the quarter, as well as summarise any major variations that Council have endorsed year to date.

### **Future Action**

Council will continue to be presented with Quarterly Reports that give an update on the services and projects for the applicable quarter.



Children in a workshop on robotics at the Library. April-June 2019

## **2018/19 QUARTERLY ORGANISATIONAL PERFORMANCE REPORTS QUARTER 4**



Title	Quarterly Organisational Performance Report. Quarter 4 2018/19
Author	Strategy & Policy
Business Unit	Strategy & Corporate
Date	July 2019
Link to City of Playford's Strategic Plan	Smart Service Delivery, Smart Living, Smart Jobs & Education, Smart CBD, Smart Health, Smart Sports,
Link to Strategic Outcome	
Document Classification	
Link to other Document	Service Standards, Strategic Plan 2016-2020, Annual Business Plan 2018/19, Asset Management Plan 2018/19, Long-Term Financial Plan 2018/19 – 2026/27



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## CONTENTS

PURPOSE .....	4
ABOUT THIS REPORT .....	5
INDEX .....	7
PERFORMANCE MEASURES.....	10
EXECUTIVE SUMMARY .....	11
STRATEGIC UPDATE .....	13
Smart Service Delivery Program .....	13
Smart Living Program .....	72
Smart Jobs and Education Program .....	105
Smart CBD Program .....	110
Smart Sport Program .....	113
Smart Health Program .....	115
2018/19 STRATEGIC PROJECTS. QUARTER THREE STATUS SUMMARY .....	117

## PURPOSE

The City of Playford produces this Quarterly Organisational Performance Report to provide an update of progress made in the applicable quarter towards the services and projects funded in the 2018/19 Annual Business Plan and the achievement of the strategic outcomes set out in the Strategic Plan.

Performance reporting assists with the continuous improvement of Council and the achievement of strategic goals and the delivery of improved services to the community. As such this report has a dual audience: our community and our Council Members.

As a public document, this report meets the City of Playford's objective of providing transparency in its operations to the community. The report gives details of how we are progressing as an organisation against the services that we have committed to deliver to the community and tracks the utilisation of these services by the community. It also provides an update on projects that are being undertaken in support of the Strategic Plan.

The *Local Government Act* identifies one of Council's roles as being "to keep the council's objectives and policies under review to ensure that they are appropriate and effective"<sup>1</sup>. This Organisational Performance Report acts as the mechanism for Council Members to fulfil this obligation in terms of the performance monitoring of progression against our strategic goals.

Internally the report will be used to assist with decision making, planning and evaluation in relation to our progress against the Annual Business Plan and the Strategic Plan over the next four year period.

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<sup>1</sup> Local Government Act 1999. Members of Council – Chapter 5. Role of members – part 3. Roles of members of councils (1) (ii)

## ABOUT THIS REPORT

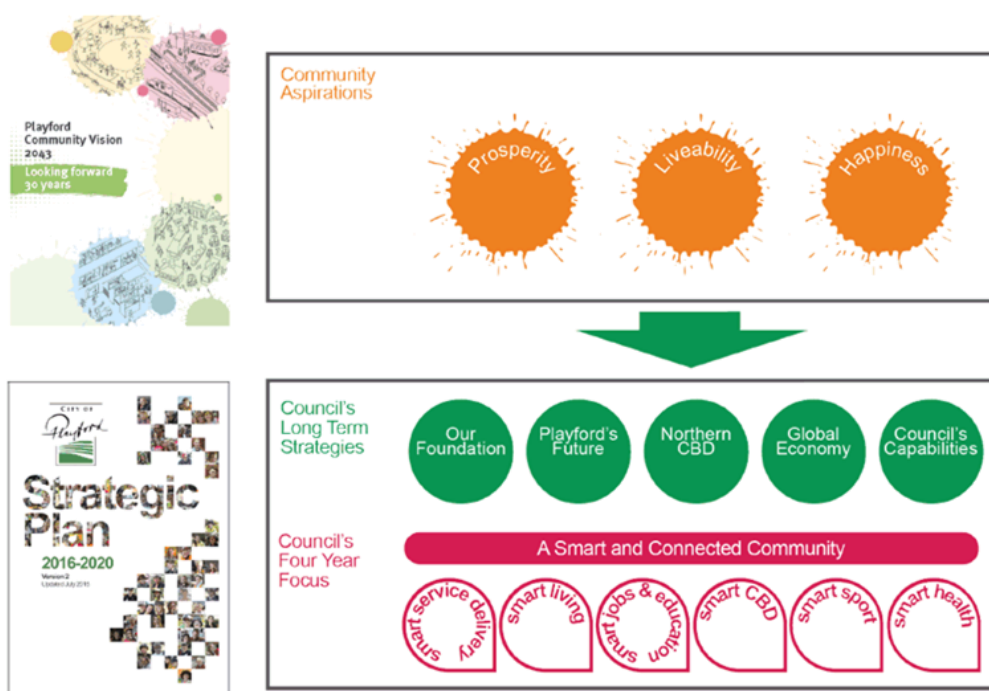
In January 2014, Council adopted a new Strategic Plan in response to the Playford Community Vision 2043 and to articulate Council's role in the achievement of a liveable, prosperous and happy City for our Community.

Five long term strategies were developed to describe Council's overarching direction and priorities:

- Strategy 1 – Our Foundations – services, city presentation and community pride
- Strategy 2 – Securing Playford's future and building value
- Strategy 3 – Elizabeth, Adelaide's Northern CBD
- Strategy 4 – Securing Playford's position in the global economy
- Strategy 5 – Building our capabilities

In June 2016, Council revisited its Strategic Plan and found these long term strategies to still be relevant, however endorsed a refreshed Strategic Plan to provide a more focused approach to delivering results against those long term strategies. The original "lighthouse projects" from the previous strategic plan have been refined and are now described in terms of six "smart programs", which identify where Council will focus its efforts in the next four years. These Smart Programs will build on Council's ongoing commitment to continuous improvement by looking for smarter, more innovative and efficient ways to meet our community needs. The six Smart Programs are:

- Smart Service Delivery
- Smart Living
- Smart Jobs & Education
- Smart CBD
- Smart Sport
- Smart Health



This quarterly report aligns our performance reporting to the refocused Strategic Plan, 2016-2020 and is structured to give an update on the services and projects that are being undertaken by Council in support of each Smart Program. Each service or project update includes the following information:

- Service / Project name
- Community outcome / Project description
- Links to strategic outcomes
- The last quarter
  - Highlights
  - Issues and counter measures
- Milestones (projects only)
- Senior Manager contact

The services that Council provides make up our core service delivery to the community and as such the majority are aligned to the Smart Service Delivery Program. This is reflected in this Quarterly Report with the Smart Service Delivery section containing the highest number of updates compared to other sections.

Services and Projects have been aligned to the Smart Program to which they most contribute; however their relevance to other Programs is noted in the Index on page 7 and in their respective update section.

Service Standard metrics have been developed to ensure that service levels are accurately defined, measured and reported on to enable managers and Council Members to provide a consistent and quality level of service to the community.

Rolling targets were introduced to the Service Standard Metrics from Quarter 1, 2016/17. Previously the targets were based on 2013/14 measures. The drawback with this is that the targets are sometimes set too high or low due to temporary variations (particularly if they are based on additional funding or grants).

With the introduction of rolling targets, you will now see a target (line) that will automatically adjust to the performance average based on the last three years of data which we believe will ensure the targets remain realistic, achievable and relevant.

## INDEX

This Index provides an A-Z listing of all Services and Projects, and includes the page number of the respective update as well as the primary and secondary strategies that they relate to.

Page N°	SERVICES AND MEASURE	Primary Smart Program					
		Smart Service Delivery	Smart Living	Smart Jobs & Education	Smart CBD	Smart Sport	Smart Health
106	Business Support and Industry			◆			
15	Club and Sporting Governance	◆					
18	Community Development	◆					
20	Community Inclusion	◆					
23	Community Venues	◆					
25	Customer Contact	◆					
74	Development Services		◆				
26	Environmental Health	◆					
28	Environmental Sustainability	◆					
31	Event Management	◆					
32	Graffiti	◆					
35	Health Initiatives	◆					
37	Illegal Dumping	◆					
39	Immunisation	◆					
41	Kerbside Waste	◆					
44	Library	◆					
47	Parks and Reserves	◆					
49	Rapid Response	◆					
51	Regulatory Services	◆					
54	Rural Streetscape	◆					
57	Sportsfield Maintenance	◆					
76	Stormwater Network		◆				
59	Tree Services	◆					
62	Urban Streetscape	◆					
65	Volunteer Development	◆					

Page N <sup>o</sup>	PROJECTS	Primary Smart Program					
		Smart Service Delivery	Smart Living	Smart Jobs & Education	Smart CBD	Smart Sport	Smart Health
67	112 Coventry Road Rejuvenation	◆					
79	Angle Vale Community Sports Centre - Female Change Rooms		◆				
69	Business Continuity - Phone, Touchpoint and Webchat	◆					
80	City-wide Smart City Infrastructure		◆				
81	City-wide Stormwater Management Planning		◆				
111	Creative Industries Precinct				◆		
82	Curtis Road Investigation		◆				
83	DDA Program		◆				
84	Deed Delivery and Infrastructure Design for Playford Growth Areas		◆				
86	Footpath Upgrade Program		◆				
87	GEP Stormwater Trunk Outfall BBRF Bid		◆				
88	Gig City		◆				
89	Growing Council's Recycled Water Business		◆				
109	Hortex Partnership			◆			
70	ICT Minor Works	◆					
90	Kalara Reserve Clubrooms (home of Andrews Farm Soccer Club)		◆				
116	Lyell McEwin Hospital Strategic Investigations						◆
112	Northern CBD				◆		
91	Outstanding Liabilities - Developer Funded Assets		◆				
92	Playford Alive - Crittenden Road Bridge Crossing		◆				
93	Playford Alive		◆				
94	Playford Gateway Concept Planning		◆				
114	Playford Sports Precinct (Shared Path, Park Furniture, Signage)		◆			◆	
95	Public Lighting Upgrade		◆				
96	Road Safety Audits		◆				
97	Road Upgrade Program - Black Spot		◆				
98	Road Upgrade Program - Non-growth Areas		◆				
99	Road Upgrade Program Roads to Recovery and Supplementary Local Roads		◆				

Page N <sup>o</sup>	PROJECTS	Primary Smart Program					
		Smart Service Delivery	Smart Living	Smart Jobs & Education	Smart CBD	Smart Sport	Smart Health
100	Rural Road Sealing Program		◆				
101	School and Pedestrian Crossing Facilities		◆				
71	Smart Working Program	◆					
102	Sport and Recreation Minor Works		◆				
103	Stormwater Minor Works		◆				
104	Virginia Main Street		◆				

## PERFORMANCE MEASURES

Organisational Performance Measures have been set by Council to monitor our achievements against our overall strategic goals and to provide focus areas for staff in their day-to-day service delivery. The measures relate to the areas of community interest, organisational accountability and key organisational priorities and fulfil our obligations under Section 123 of the *Local Government Act (1999)*.

The annual Resident Satisfaction Survey acts as the primary mechanism for gathering the results of our work in these areas.

Indicator	Measure	2018	2017	2016	2015	2014	2013	2012	2011
Overall Council satisfaction	Overall customer satisfaction with the City of Playford as an organisation	3.81▲	3.68	3.76▲	3.57▲	3.35	3.50	3.50	3.60
City wide presentation	Customer satisfaction with level of appearance of public realms	3.61	3.56	3.64	3.57	3.50	3.45	3.45	3.35
Customer Service	Satisfaction rating with the level of organisational wide customer service	4.18▲	3.83	3.95	3.76	3.90	3.90	4.00	3.80
Accountability	Satisfaction rating with Council being open and accountable to the community in its operations	3.38	3.36	3.25	3.32▲	3.00	3.25	3.20	3.30
Community Engagement	Satisfaction rating with how Council invites community participation in decision making	3.30	3.25	3.16	3.23▲	2.80	3.05	3.05	2.95
Managing growth	Customer rating for how Council plans for the future	3.65	3.55	3.56	3.55▲	3.30	3.45	3.45	3.50
Efficiency and Effectiveness	Customer satisfaction with value for money for rates paid	3.11	2.98	2.94	3.00▲	2.60	2.85	2.65	2.80

▲ = significantly higher level of satisfaction



## EXECUTIVE SUMMARY

The Quarterly Organisational Performance Report aligns our performance reporting to Council's Strategic Plan 2016-2020, adopted in June 2016. This fourth quarter report closes the 2018/19 Financial Year and wraps up the successful delivery of our core services, and progress made on Council's projects. The Strategic Plan identifies six smart programs which collectively build the future of our City.

### Smart Service Delivery Program

Our Smart Service Delivery Program is a solid foundation on which to rebuild and reposition our City. We strive to deliver our services and amenities to a high quality, to raise the profile of the area through enhanced city pride, improved reputation and make Playford a more attractive place for people to live, work and do business.

This year saw significant improvements in many services. Club and Sporting Governance increased the number of participants at sporting clubs. Customer Contact saw the lowest abandoned call rate recorded and managed to keep the average queue time for customers under one minute. Environmental Health doubled their food business inspections. Regulatory Services saw dog registrations soar due to a co-ordinated effort with Marketing. Graffiti closed another year of productive work with 100 per cent of requests completed within five days and with customer requests trending downwards. Library saw a 152 per cent increase in digital loans and mobile library a 24 percent due to a refocus in their service delivery. Visits also increased at the Uleybury Museum. Attendance at Library programs continues to grow.

Among Community Venues, the Shedley Theatre was particularly busy with some hires returning that added to Council hosted events. NSS also saw an increase in the bookings from community groups. The movement of Grenville Hub to its Civic Centre's temporary location was a challenge to Community Inclusion but it turned out to be an opportunity. The clustering of different services created synergies with the Library and the Shedley Theatre attracting more users to the Centre with an average of 30 new members joining per month and 2000 dine in meals sold per month, 700 of which were to non-members. Community Development awarded \$25,000 in grants to seven community groups while 28 high school and tertiary students had their work experience facilitated.

Parks and Reserves, Rural Streetscape, Sportsfield Maintenance, Tree Services and Urban Streetscape finished the year with either a decrease in work orders originated from customer request or an increase in planned work, some of them improving in both measures. 112 Coventry Road Rejuvenation continues its consolidation with several community oriented activities.

Environmental Sustainability's Buffers to Bushland Program celebrates its 20<sup>th</sup> anniversary with over 200,000 plants delivered during this time.

### Smart Living Program

Our Smart Living Program supports the ongoing development and renewal cycle of the city, to improve the presentation and community pride in these areas, ensuring that our residential growth and renewal provide the liveable neighbourhoods and urban amenity required for a growing population.

Development Services consolidates a downward trend in the number of days taken to resolve compliance matters. Stormwater network finished the year with work orders achieved within priority timeframe well above target and performing better than the previous year.

Draft City-wide Stormwater Management Plans were completed for both the Greater Edinburgh Parks/ St Kilda and the Smith Creek catchments.

DDA Program had already completed the bus pads upgrade planned and added a new one following a request from DPTI due to a change in a bus route. The Smith Creek Linear Path was completed (from Main North Road to Yorktown Road) as part of the Footpath Upgrade Program. Some missing links were also resolved. Kalara Reserve Clubrooms were equipped and completed. The construction of Brandis Road, Olive Grove and Valiant Road was completed as part of the Road Upgrade Program. School and Pedestrian Crossings Facilities installed a new emu crossing at Elizabeth Vale Primary School.

### Smart Jobs and Education Program

Our Smart Jobs and Education Program ensures that our local workers have the right training and skills to take advantage of growth in new industries' jobs. Forty-six businesses were engaged by Business Support and Economic Development Service. Stretton Centre released a new website that showcases the Northern

Adelaide Plains Food Cluster in support of the advancement of the local horticulture industry. The Stretton Centre currently has 31 co-working businesses and organisations. Since its opening, co-workers have created 79 new jobs.

### **Smart CBD Program**

Our Smart CBD Program focuses on the redevelopment of the CBD to a smart city, as we provide an expanded and diversified range of local services, introduce greater housing choice and stimulate development in the City.

Creative Industries Precinct scoped and designed a Visual Effects (VFX) collaborative pilot project. The pilot continues to experiment with the partnership approach between Education, Industry and Local Government. Implementation of the new initiative includes engagement between Mark Oliphant College, Northern Sound System and industry partner Technicolor Academy.

The construction tender for the Grenville Hub was called in April and closed in June. The evaluation of tenders continues. The appointment of a builder will occur in July with construction commencing in August.

### **Smart Sport Program**

Our Smart Sport Program shines the light on Playford through high level sport and high quality sports facilities which have the ability to change perceptions about our City, leading to enhanced community pride and an improved reputation and profile. The Playford Sport Precinct's Shared Path and Park Furniture is now complete. Planning continues to deliver signage across the Precinct.

### **Smart Health Program**

Our Smart Health Program ensures our growing and evolving community has access to quality, local health services. The health, disability and aged sectors are predicted to experience significant jobs growth, and this strategy enables us to be well-placed to create employment opportunities for our community.

The Lyell McEwin Hospital Strategic Investigations project completed the drafting of the Health Precinct Development Plan Amendment to rezone additional land.

### **Strategic Projects**

The Strategic Projects portfolio experienced few changes in funding allocations. Some capital expenditure was reallocated to operating expenditure for the Northern CBD Strategic Investigations.

Council has progressed in delivering the key services and projects outlined in the 2018/19 Annual Business Plan. Going forward we will focus on our core service delivery to ensure we are achieving the agreed community outcomes for our Service Standards. In addition key projects will be progressed to support the achievement of our Strategic Plan, ultimately working towards our Community's Vision for Playford to be liveable, prosperous and happy.

## STRATEGIC UPDATE

### Smart Service Delivery Program

The Smart Service Delivery Program is about continuing to provide for the changing needs and expectations of our diverse community, delivering the services that they require. It means making the most of our community's existing strengths, talents and diversity, as well as working smarter to connect our community with each other to contribute to overall community wellbeing and the economic life of the City.

Council will increasingly need to use innovative problem solving approaches and smart technological solutions to ensure we make the best use of our available resources to meet these demands.

#### Outcomes

- 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

The following section gives an update on the status of strategic or capital projects being undertaken as well as an update on the services that are undertaken in support of this Program.

The following **services** are undertaken in support of the Smart Service Delivery Program



SERVICES
Club and Sporting Governance
Community Development
Community Inclusion
Community Venues
Customer Contact
Environmental Health
Environmental Sustainability
Event Management
Graffiti Operations
Health Initiatives
Illegal Dumping
Immunisation
Kerbside Waste
Library
Parks and Reserves
Rapid Response
Regulatory Services
Rural Streetscape
Sportsfield Maintenance
Tree Services
Urban Streetscape

### Volunteer Development

The following **projects** are undertaken in support of the Smart Service Delivery Program

#### PROJECTS

112 Coventry Road Rejuvenation

Business Continuity – Phone, Touchpoint and Webchat

ICT Minor Works

Smart Working Program

**SERVICE**  
**CLUB AND SPORTING GOVERNANCE**

**COMMUNITY OUTCOME**  
 Engage with clubs/user groups to maximise opportunities for effective management, administration, compliance and utilisation of Council's social capital assets for community access and benefit.

**Strategic Outcome**  
 1.1. High quality services and amenities

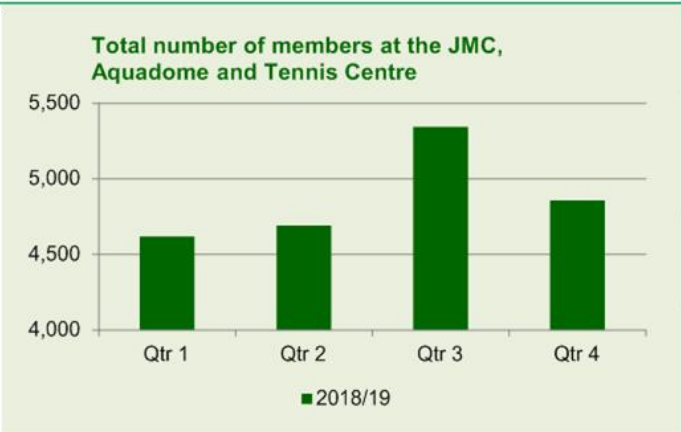
**Community Measures**

**Outcome**  
 Utilisation of sporting facilities

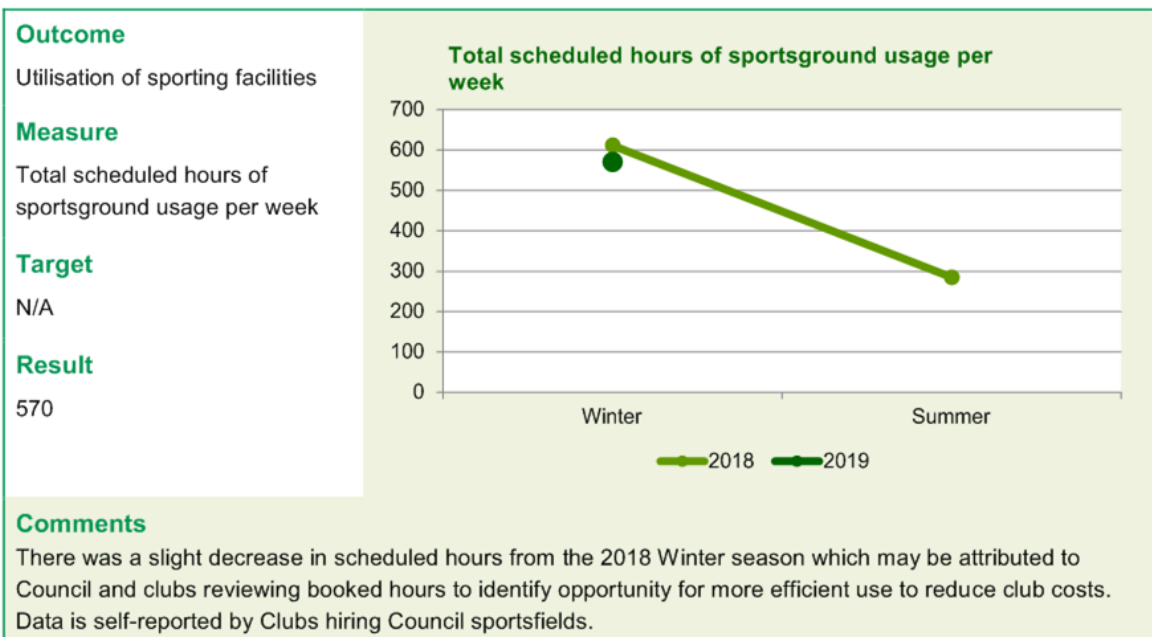
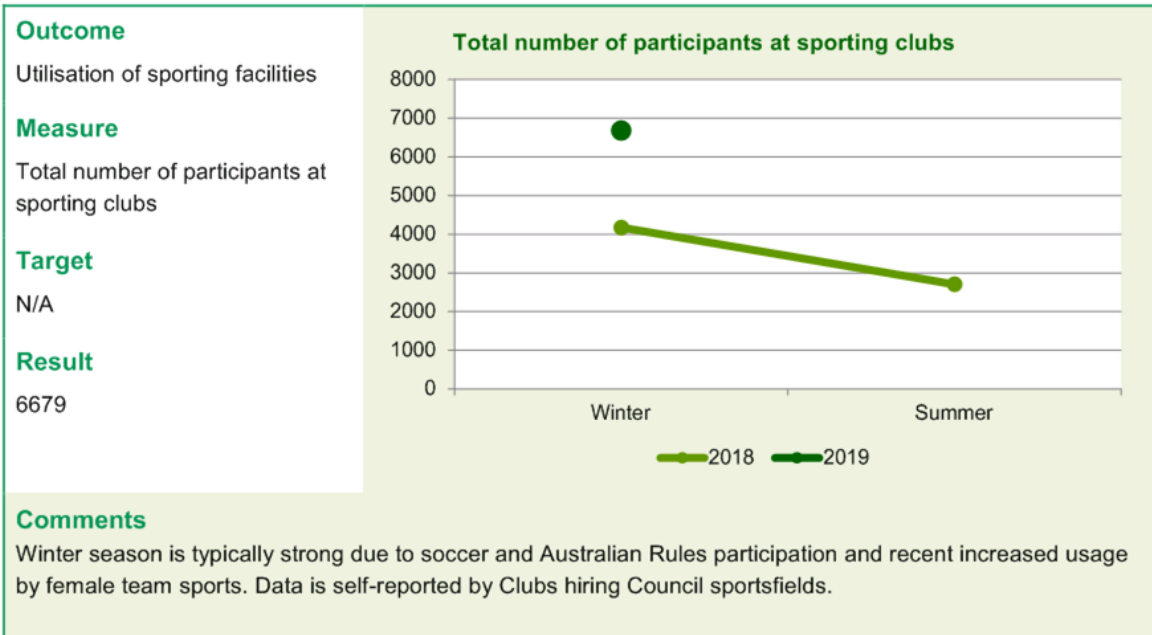
**Measure**  
 Total number of members at the JMC, Aquadome and Tennis Centre

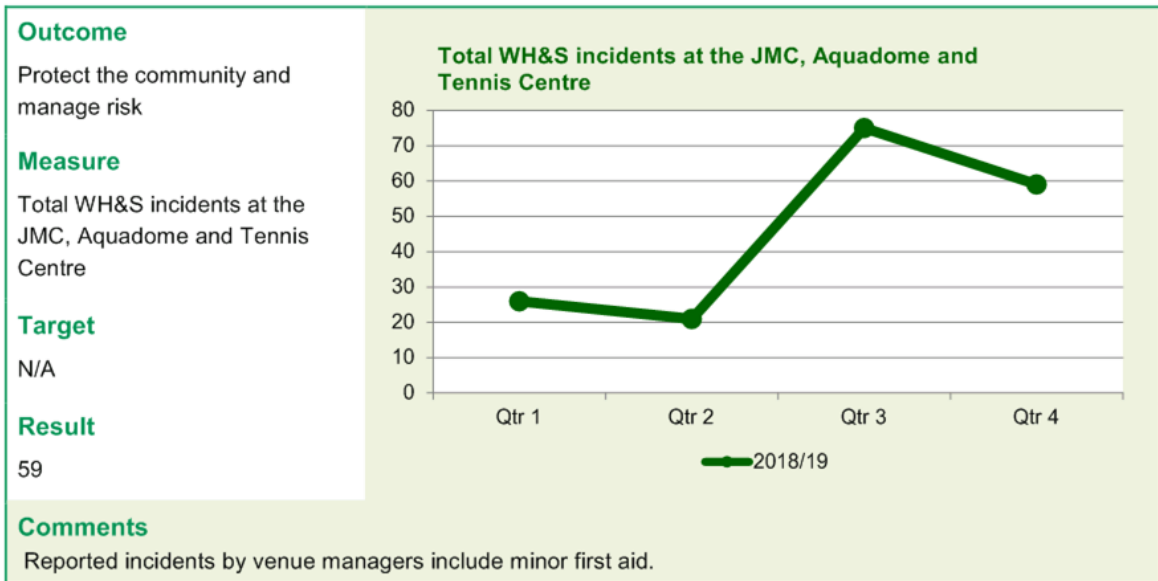
**Target**  
 N/A

**Result**  
 4858



**Comments**  
 The Playford City Tennis Centre added 98 new members and now reaches 521 members. There was a slight decline in John McVeity Centre membership (681) that is consistent with annual trends. The Aquadome has now 2042 members and 1614 for swim school. There was a decline for both measures consistent with annual trends and it is potentially attributed to the announcement of change of facility operator which occurred 1 July.





Senior Manager **Paul Alberton**

**SERVICE**  
**COMMUNITY DEVELOPMENT**

**COMMUNITY OUTCOME**

Support knowledge and skills development of communities and families

**Strategic Outcome**

1.1. High quality services and amenities; 6.2. Increased employment opportunities in health, disability and aged sectors

**Community Measures**

**Outcome**

Community has access to community development programs

**Measure**

Number of participants in community development programs

**Target**

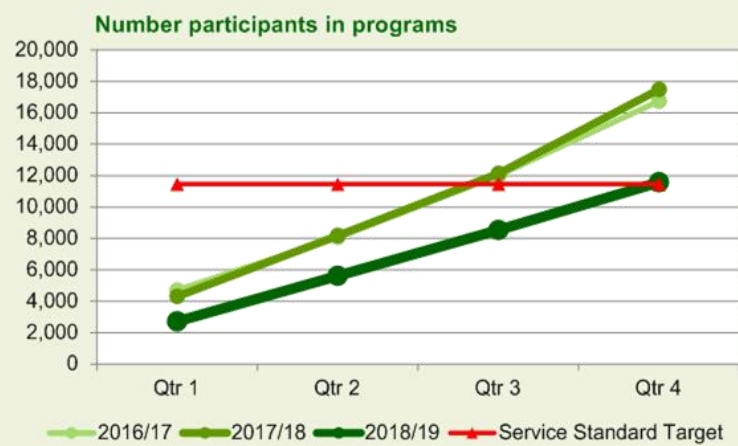
11,457

**Result**

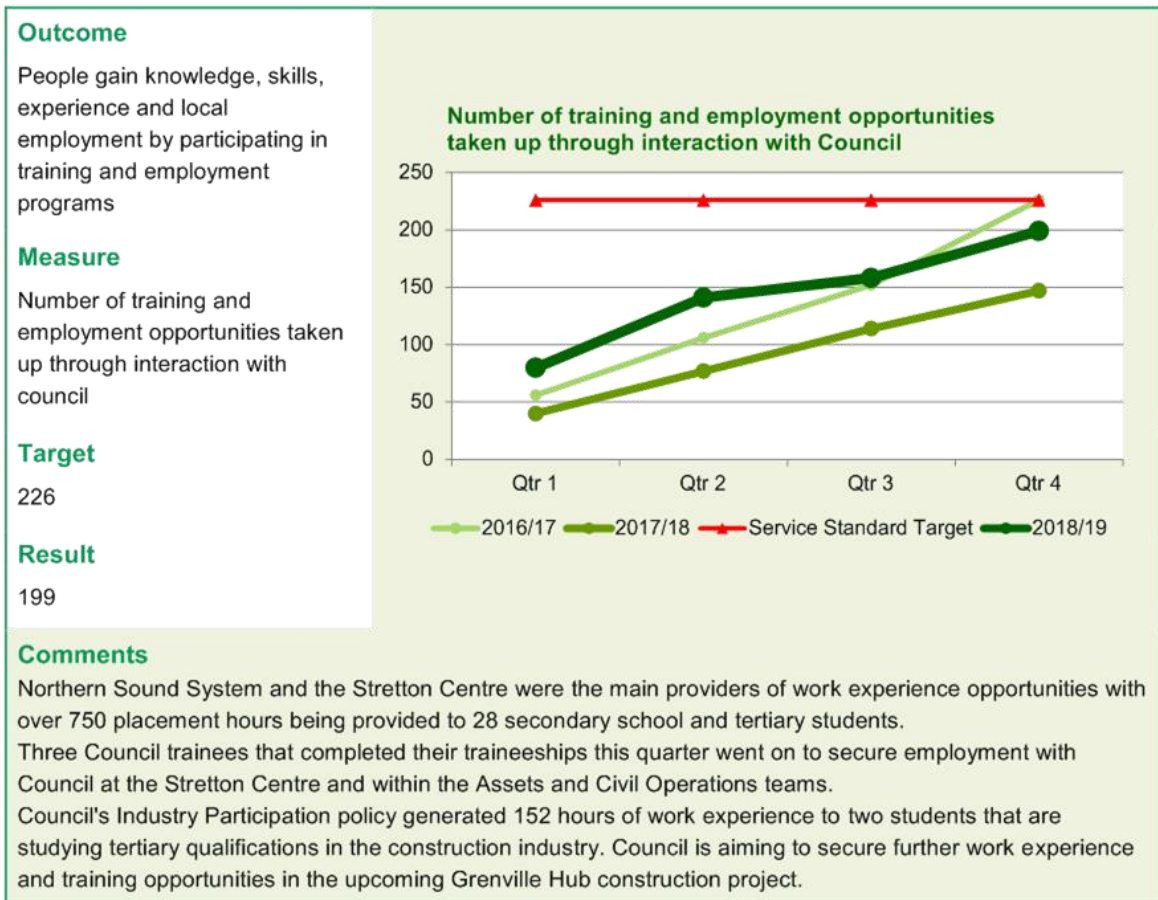
11,585

**Comments**

Wheels in Motion volunteers contributed over 200 hours of mentor driving mentoring, assisting three young people to gain their probationary license.  
The second round of the Community Development and Event Grants was awarded with over \$25,000 being distributed to seven community groups. In addition to this, five local young people received sponsorship to join local sporting clubs.







Senior Manager Rachel Emmott

**SERVICE**  
**COMMUNITY INCLUSION**

**COMMUNITY OUTCOME**

Connecting older or vulnerable people to the community through community services and programs

**Strategic Outcome**

1.1. High quality services and amenities

**Community Measures**

**Outcome**

Community services and programs provide opportunities for connecting older or vulnerable people to the community

**Measure**

Number of participants in community services and programs

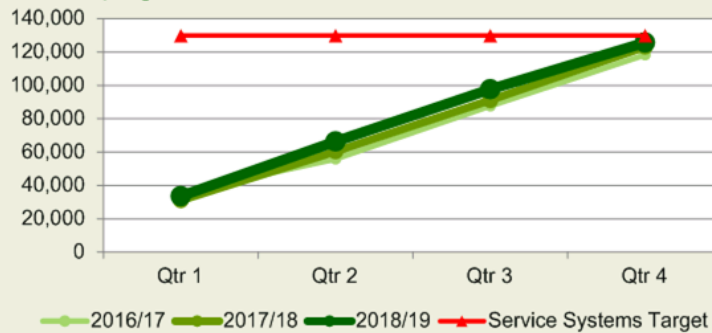
**Target**

129,791

**Result**

125,667

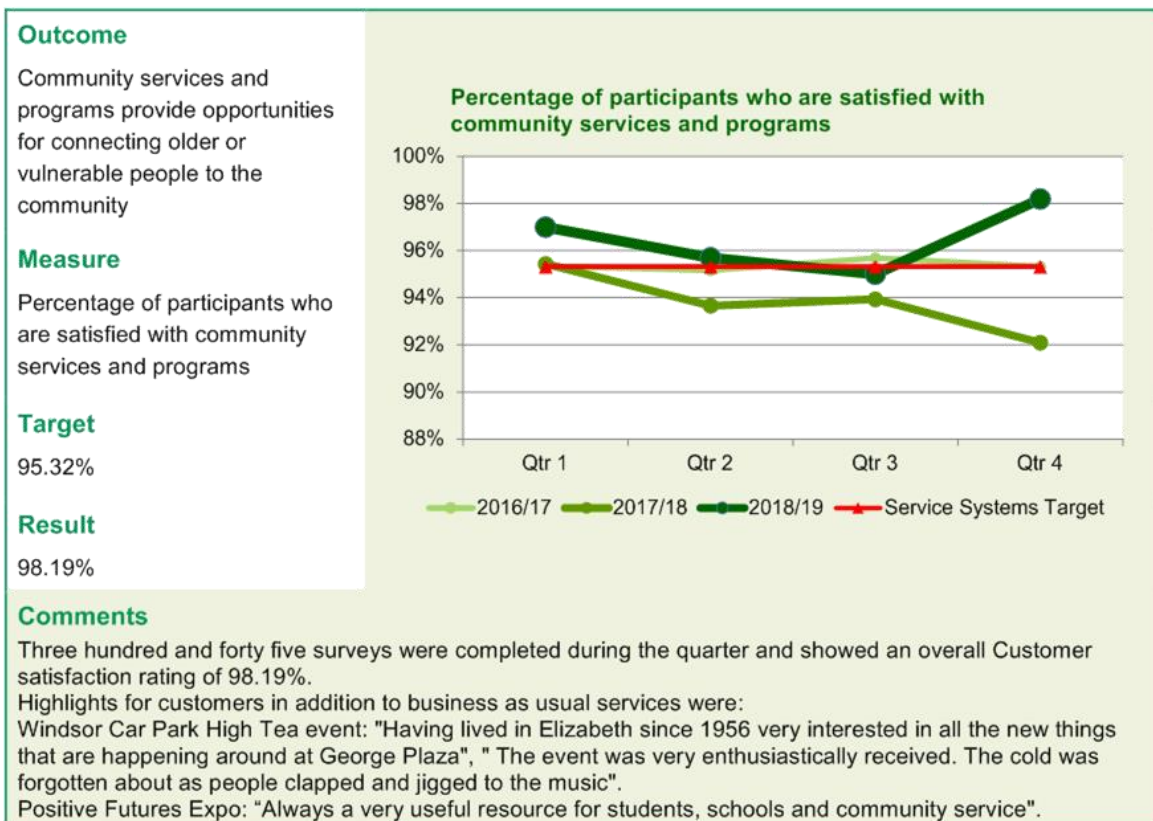
**Number of attendances in community services and programs**

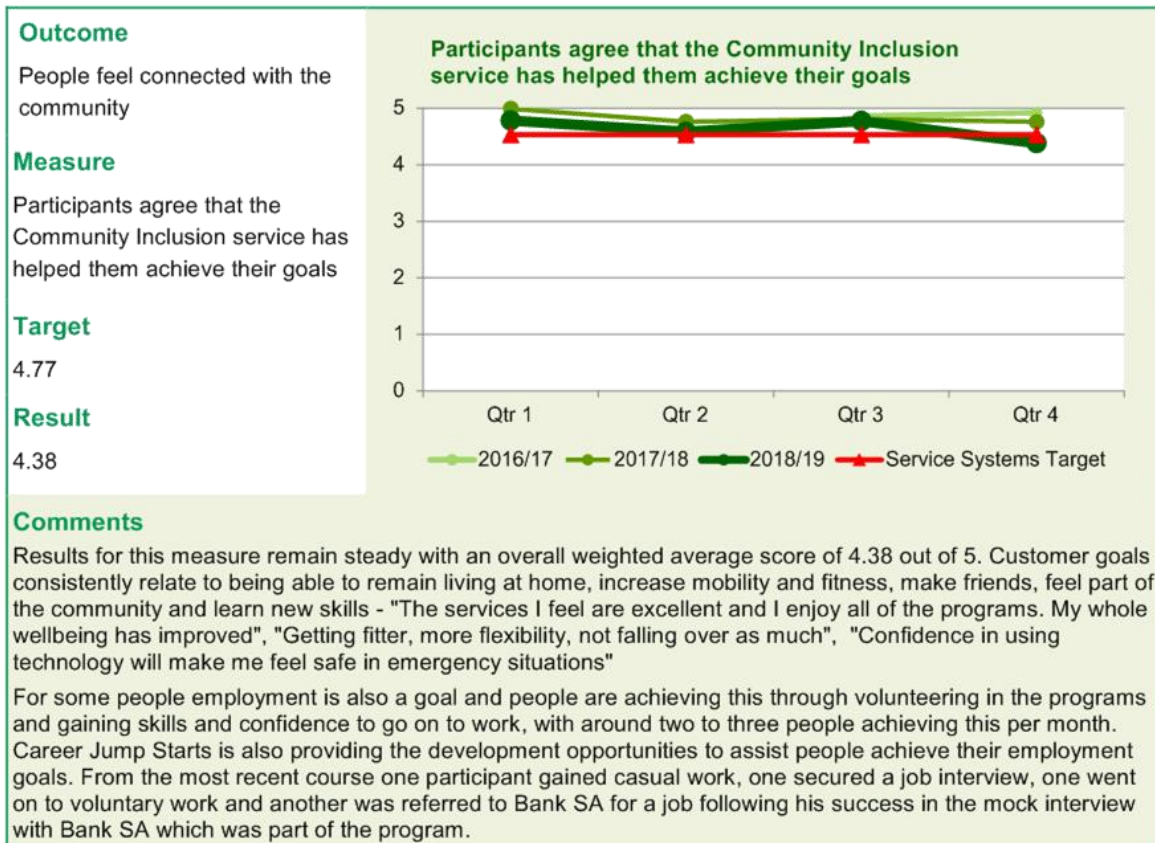


**Comments**

Attendance remained consistent throughout the year and met the annual target. The disability programs have completed a successful transition to the NDIS, retaining participant numbers and delivering a sustainable business model under the new individualised funding arrangements. Home Assist and Community Passenger Network service delivery increased overall including transport which provided 7766 trips and a total of 33,036 across the year, an increase of 5090 from the previous year.

Moving of the Grenville business into a temporary location in the Playford Civic Centre while awaiting the building of the new Grenville Hub was a challenge but didn't affect attendances. The new location has in fact provided more opportunity for consumers to be involved with other council services such as the library and Shedley Theatre. This has attracted more people into the Centre with an average of 30 new members joining per month. Within the 2000 dine in meals sold per month, approximately 700 have been to non-members dropping in.





Senior Manager **Rachel Emmott**

**SERVICE**  
**COMMUNITY VENUES**

**COMMUNITY OUTCOME**  
City of Playford's own community venues which are accessible to the community, are well equipped to cater for a diverse range of events and offer a high quality experience

**Strategic Outcome**  
1.1. High quality services and amenities

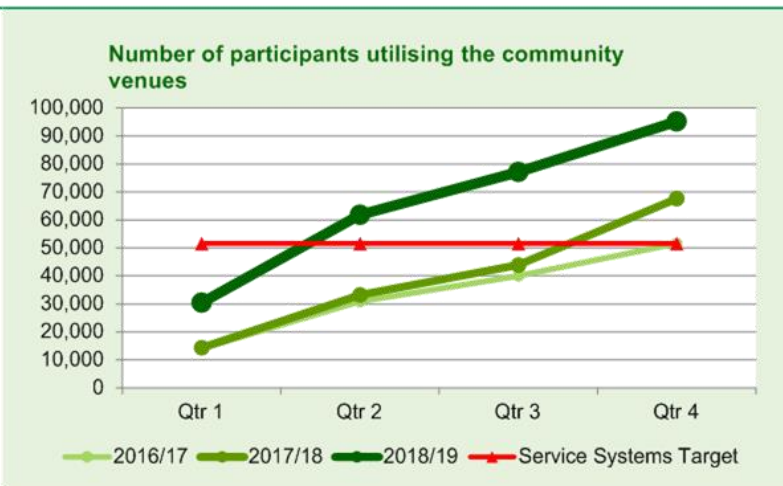
**Community Measures**

**Outcome**  
The usage of Council owned community venues is maximised

**Measure**  
Number of participants utilising the community venues

**Target**  
51,597

**Result**  
95,181



**Comments**  
The Playford Civic Centre, in particular Shedley Theatre, experienced a very busy period with regular hirers returning such as Northern Light Theatre Company and Comedy Capers. In addition to this, Council also hosted a number of events that were well attended and continued to support our Theatre. The Great Hall was supported with a number of Art Displays and external providers using the space to engage with the community. The Community Halls also had a positive performance with most weekends being utilised for events along with regular hirers continuing to use the facilities. This is a strong result considering the ongoing works taking place in the CBD, and particularly around the Civic Centre.

Northern Sound System saw an increase in both attendance numbers and facility bookings. An increase in external hire bookings from community groups and individual artists has contributed to the result. In addition, Council curated events, organised in partnership with external promoters, with a focus on live music has been a contributing factor in the increasing attendance numbers. Northern Sound System is also experiencing growth in attendance at weeknight contemporary music production training skills workshops and school collaborations.

<p><b>Outcome</b> Community feels that Council owned community venues are well equipped and offer high quality experiences</p> <p><b>Measure</b> Community members' satisfaction with the community venues</p> <p><b>Target</b> 4.73</p> <p><b>Result</b> N/A</p> <p><b>Comments</b> With the Smart CBD occupying the Function room facilities at the Civic Centre, no data has been available from the usual hirers to measure satisfaction during this period. This is a significant change to the business model and this will continue into 2020.</p>	
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Senior Manager **Lilly Bukva - Gareth Dunne**

**SERVICE**  
**CUSTOMER CONTACT**

**COMMUNITY OUTCOME**  
 Provision of efficient, prompt and accurate customer information and transactional services.

**Strategic Outcome**  
 1.1. High quality services and amenities

**Community Measures**

**Outcome**  
 Timely response to customers

**Measure**  
 Abandoned call rate

**Target**  
 9.57%

**Result**  
 3.03%

**Abandoned call rate**

Year	Qtr 1	Qtr 2	Qtr 3	Qtr 4
2016/17	12.5%	10.5%	9.5%	8.2%
2017/18	4.8%	4.5%	4.5%	4.5%
2018/19	5.8%	4.2%	3.8%	3.0%
Service Standard Target	9.57%	9.57%	9.57%	9.57%

**Comments**  
 This is the lowest abandoned rate recorded since measured; a significant decrease of 1.64 points compared to last year and a reduction of 0.88 points compared to previous quarter. The team continues its hard work to maintain this outstanding result.

**Outcome**  
 Timely response to customers

**Measure**  
 Average queue time

**Target**  
 0:01:06 minutes

**Result**  
 0:00:59 seconds

**Average queue time**

Year	Qtr 1	Qtr 2	Qtr 3	Qtr 4
2016/17	0:01:26	0:01:09	0:01:06	0:01:06
2017/18	0:00:45	0:00:52	0:00:52	0:00:52
2018/19	0:00:58	0:00:52	0:00:58	0:00:58
Service Standard Target	0:01:06	0:01:06	0:01:06	0:01:06

**Comments**  
 Customer Contact's Average queue time measure has consistently performed below target for over two years and keeps customers' waiting time to a less than one minute.

Senior Manager **Gareth Dunne**

SERVICE

## ENVIRONMENTAL HEALTH

### COMMUNITY OUTCOME

Enhance the quality of life of our community through the assessment, improvement and prevention of factors that pose a risk to human health. Three components to Environmental Health services: Public Health, Food Safety and Waste Water Compliance

#### Strategic Outcome

1.1. High quality services and amenities

### Community Measures

#### Outcome

Food businesses comply with required standard of safety

#### Measure

Food business inspection compliance rate

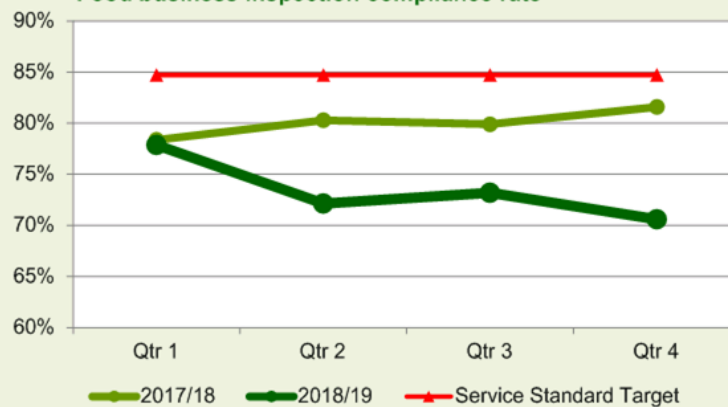
#### Target

84.73%

#### Result

70.60%

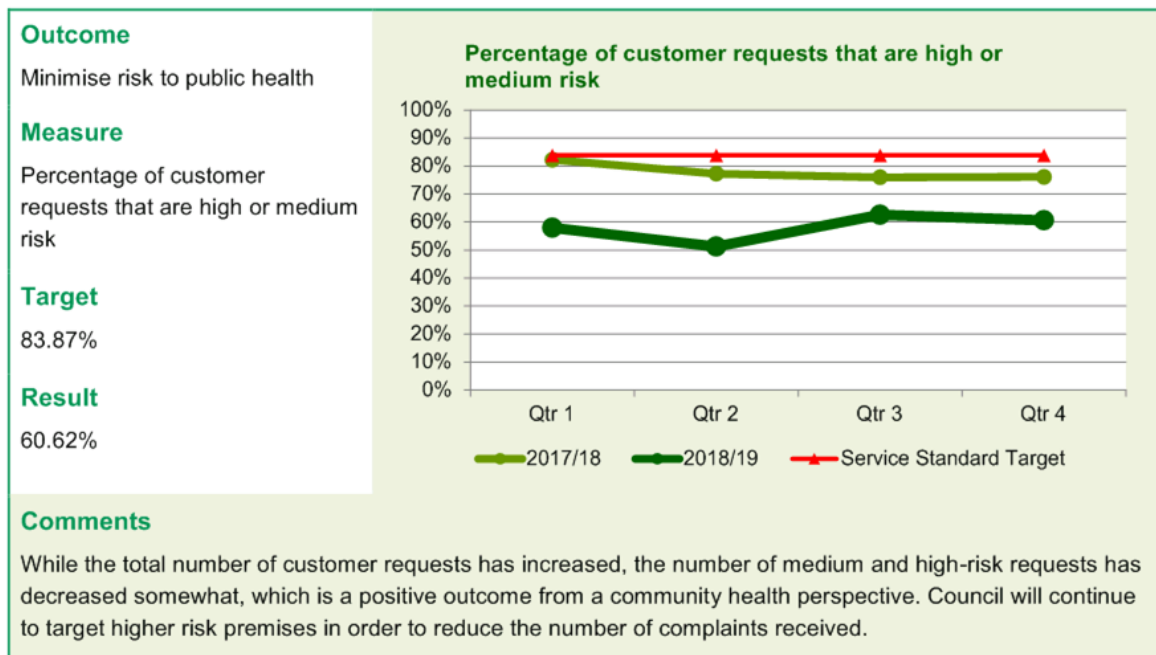
Food business inspection compliance rate



#### Comments

The downward trend of the compliance rate is a reflection of the number of inspections being doubled in the last two quarters. This increase in inspections found more instances of non-compliance. Overall Council is still seeing 7 out of 10 businesses compliant with the Food Act.





Senior Manager **Karina Sarac**

## SERVICE ENVIRONMENTAL SUSTAINABILITY

### COMMUNITY OUTCOME

To enhance environmental outcomes and protect environmental assets in collaboration with our Community

#### Strategic Outcome

1.1. High quality services and amenities; 1.3. Working smarter with our community; 1.4. Enhanced city presentation, community pride and reputation; 2.3. Livable neighbourhoods

### Community Measures

#### Outcome

Community is actively involved in enhancing the local environment

#### Measure

Total volunteering hours

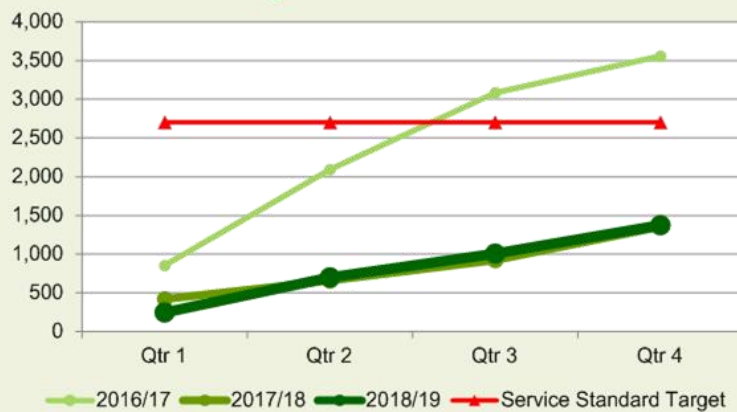
#### Target

2704

#### Result

1375

Total volunteering hours



#### Comments

Volunteer levels continue to track on par with the previous year. This quarter volunteers have contributed to a range of programs, including the Seed Bank project, Boxing Up day (for the rural revegetation program) and nursery work in preparation for native plant distribution.

As discussed in previous reports, the target will not be met as it is unreasonably high. It was created as a rolling average including a year that had a project which involved large numbers of volunteers.

#### Outcome

Community is actively involved in enhancing biodiversity

#### Measure

Number of plants distributed to the community

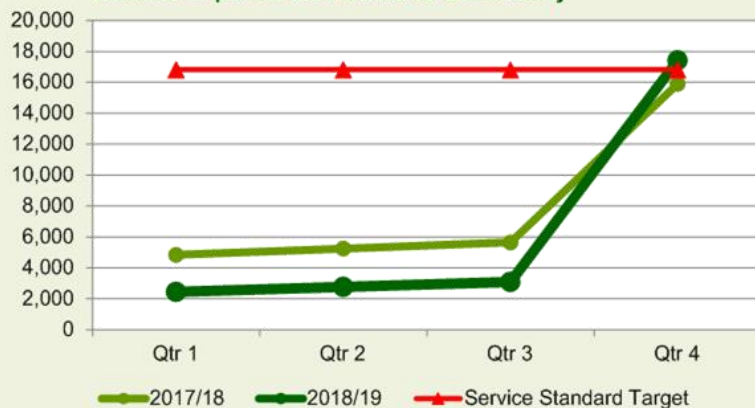
#### Target

16,817

#### Result

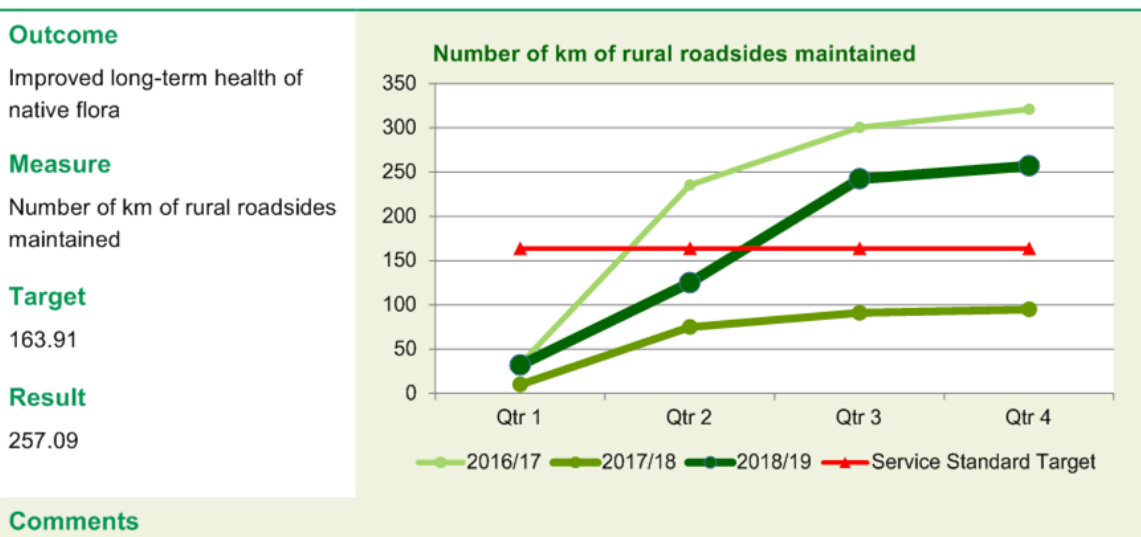
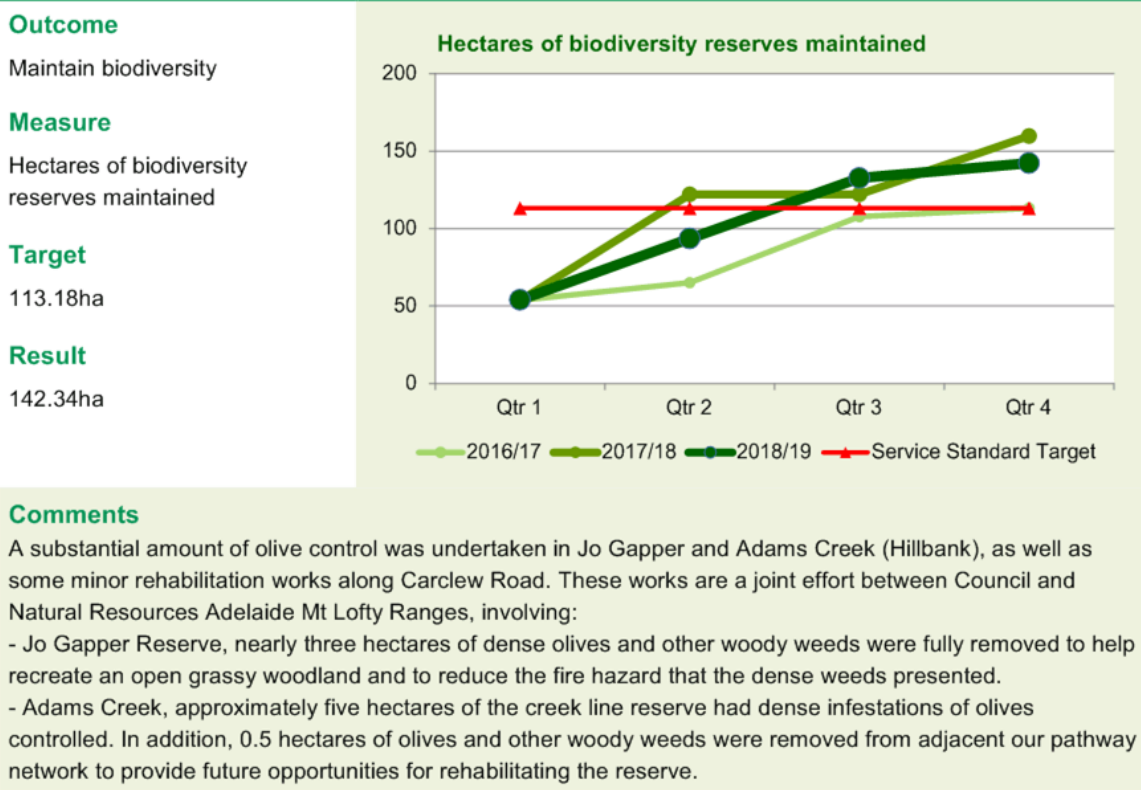
17,422

Number of plants distributed to Community



#### Comments

This year the Buffers to Bushland program, which provides rural landholders with native plants, celebrates its 20th year, with over 200,000 plants delivered during that time. Increased promotional efforts this year have also seen higher numbers of native plants distributed to rural landholders, local schools and Playford residents through May and June.



Roadside weed control is seasonal, with most work occurring in spring during the rapid plant growth seasons. This year has seen long-term gains with the near-eradication of certain weeds, in particular woody weeds that have been fully controlled on all but recently created roadside marker sites. This outcome is the culmination of years of persistent work.

In addition, Council has worked with Natural Resources Adelaide Mt Lofty Ranges on a project to undertake olive control and removal along a two kilometres section of Humbug Scrub Road.

Senior Manager **Kaarina Sarac**

**SERVICE**  
**EVENT MANAGEMENT**

**COMMUNITY OUTCOME**  
 Provide event management services for events that celebrate and promote the sense of being part of the community

**Strategic Outcome**  
 1.4. Enhanced city presentation, community pride and reputation; 5.1. Enhanced community pride and reputation

**Community Measures**

<p><b>Outcome</b>                  Community actively participates in events that celebrate and promote the city</p> <p><b>Measure</b>                  Total number of participants</p> <p><b>Target</b>                  12,238</p> <p><b>Result</b>                  11,795</p>	<p><b>Number of participants per 100 population</b></p> <table border="1"> <caption>Data for Number of participants per 100 population</caption> <thead> <tr> <th>Year</th> <th>Qtr 1</th> <th>Qtr 2</th> <th>Qtr 3</th> <th>Qtr 4</th> </tr> </thead> <tbody> <tr> <td>2016/17</td> <td>~1,000</td> <td>~7,000</td> <td>~12,000</td> <td>~16,000</td> </tr> <tr> <td>2017/18</td> <td>~4,500</td> <td>~5,500</td> <td>~10,500</td> <td>~13,000</td> </tr> <tr> <td>2018/19</td> <td>~4,500</td> <td>~4,500</td> <td>~10,000</td> <td>~11,500</td> </tr> <tr> <td>Service Standard Target</td> <td>12,238</td> <td>12,238</td> <td>12,238</td> <td>12,238</td> </tr> </tbody> </table>	Year	Qtr 1	Qtr 2	Qtr 3	Qtr 4	2016/17	~1,000	~7,000	~12,000	~16,000	2017/18	~4,500	~5,500	~10,500	~13,000	2018/19	~4,500	~4,500	~10,000	~11,500	Service Standard Target	12,238	12,238	12,238	12,238
Year	Qtr 1	Qtr 2	Qtr 3	Qtr 4																						
2016/17	~1,000	~7,000	~12,000	~16,000																						
2017/18	~4,500	~5,500	~10,500	~13,000																						
2018/19	~4,500	~4,500	~10,000	~11,500																						
Service Standard Target	12,238	12,238	12,238	12,238																						

**Comments**  
 ANZAC Day Commemorations, including overnight vigil and dawn service, were delivered. Both events are managed by Council’s Civic Events Committee, delivered by council events team and supported by community service clubs. Events in 2019 were again well attended by the public with increasing community numbers attending the dawn service.  
 The overnight vigil saw an increased number of young people engaging in the event, with the Ridley Districts Scouts attracting record numbers. In addition, the Playford Youth Advisory Committee (YAC) supported the vigil with representation and support from a number of members.  
 As a value add to the 2019 event a visual light projection of Playford World War 1 veterans was displayed on the Windsor Car Park in the lead up to the official event. The prominent location of the light projection allowed it to reach to a number of 60,000 of traffic movements daily along Main North Road and received positive recognition from the community.  
 The cumulative total for the four quarters of 2018/19 demonstrated a 9.5% decrease in community attendance numbers at Civic Community Events compared to the previous year.  
 Actual attendance numbers fell 3.5% short of the annual service standard target. The annual shortfall can be attributed to the cancellation of the December Community Christmas Carols. The December event, cancelled due to extreme weather conditions, is the largest of the three major Civic Events managed by Council in both production and attendance. Historically Community Carols attracts an audience of approximately 3,500.

Senior Manager **Lilly Bukva**

**SERVICE  
GRAFFITI**

**COMMUNITY OUTCOME**

A clean and attractive city with a reduction in overall visible graffiti. This is achieved by proactively removing graffiti from Council assets and engaging community in graffiti reduction initiatives.

**STRATEGIC OUTCOME**

1.1. High quality services and amenities; 1.4. Enhanced city presentation, community pride and reputation; 5.1. Enhanced community pride and reputation

**Community Measures**

**Outcome**

Enhanced City presentation, community pride and reputation

**Measure**

Total graffiti tag removals performed

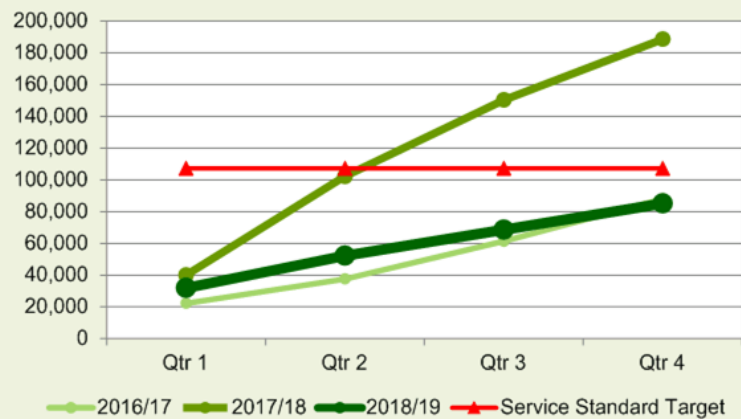
**Target**

107,338

**Result**

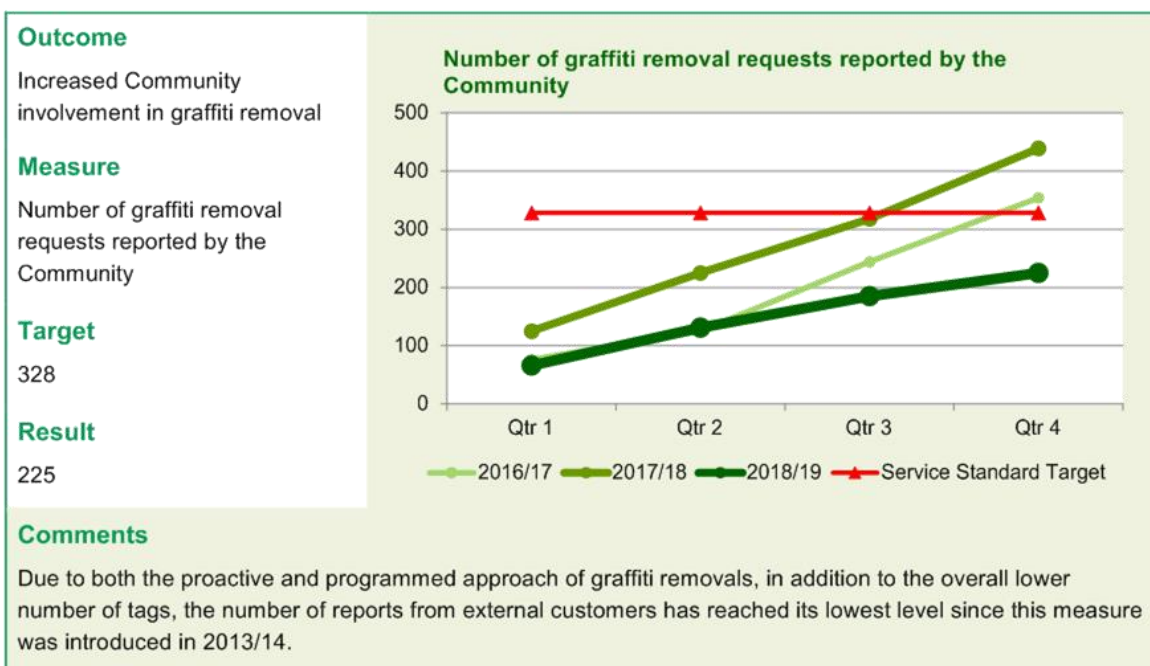
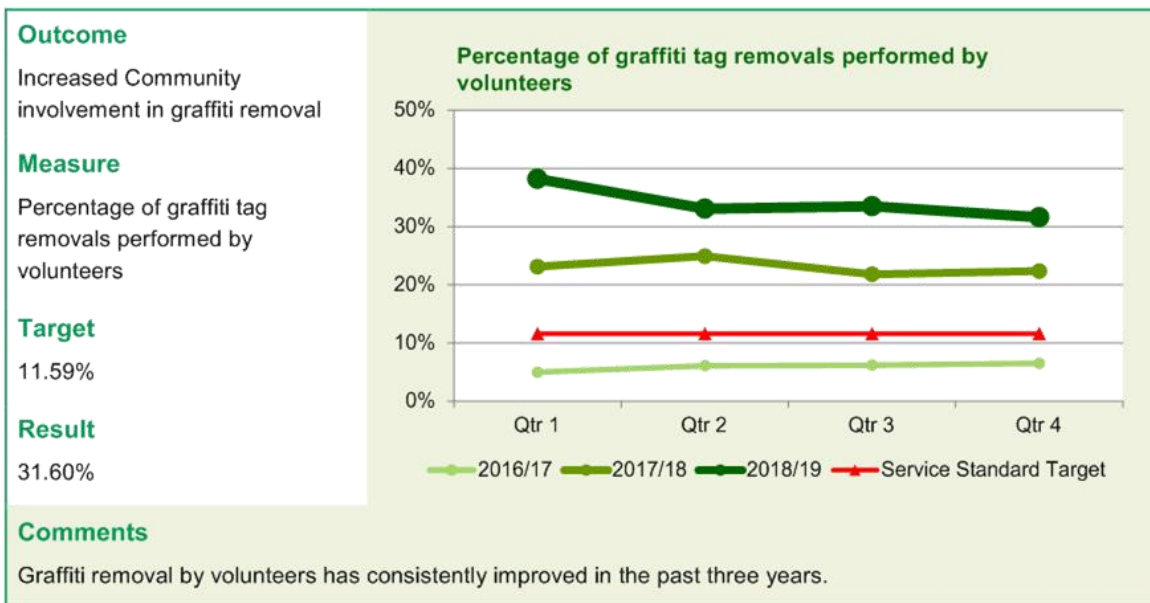
85,123

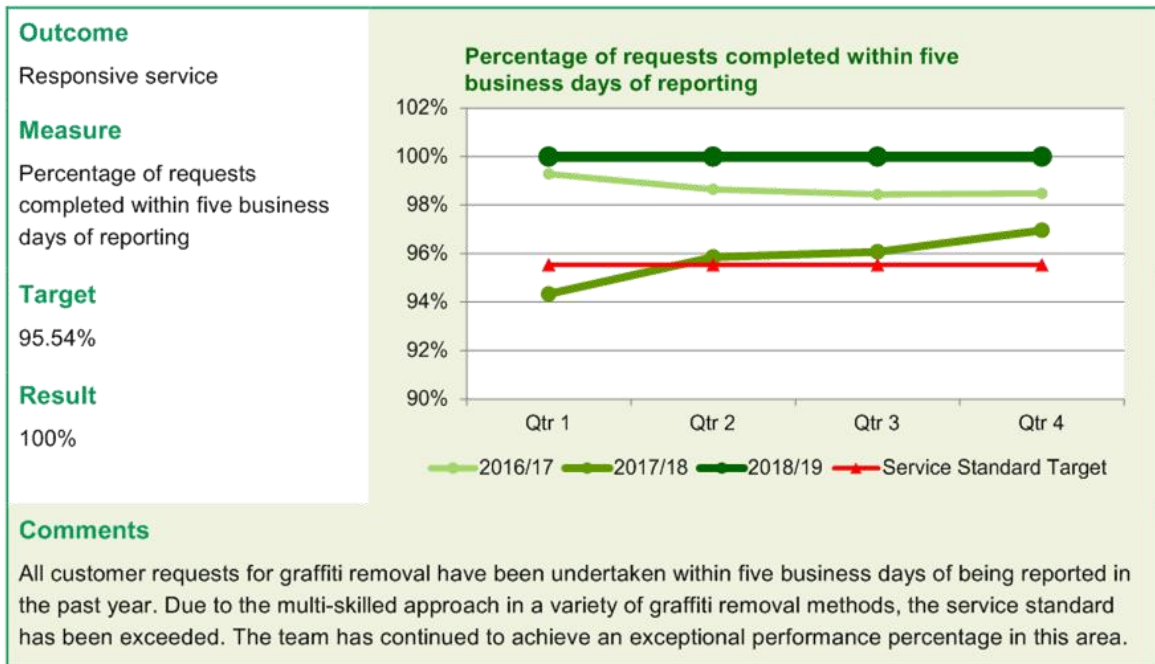
**Total graffiti tag removals performed**



**Comments**

Overall, the number of 'tags' removed this financial year have been lower than 2017/18 due to the team's proactive approach in graffiti removal.





Senior Manager **Andy Slager**



**SERVICE HEALTH INITIATIVES**

**COMMUNITY OUTCOME**

Support the community to actively participate in maintaining and improving their health and well-being by adopting healthy lifestyle with a focus on healthy eating and physical activity

**Strategic Outcome**

1.1. High quality services and amenities

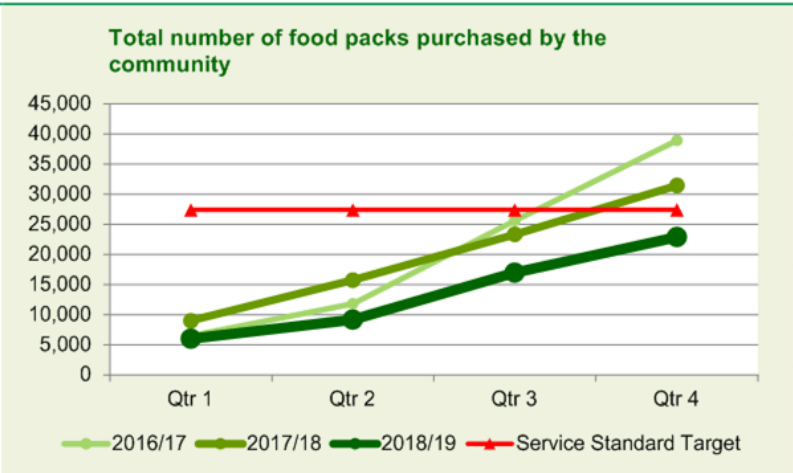
**Community Measures**

**Outcome**  
Provide healthy and affordable food for the community

**Measure**  
Total number food packs purchased by the community

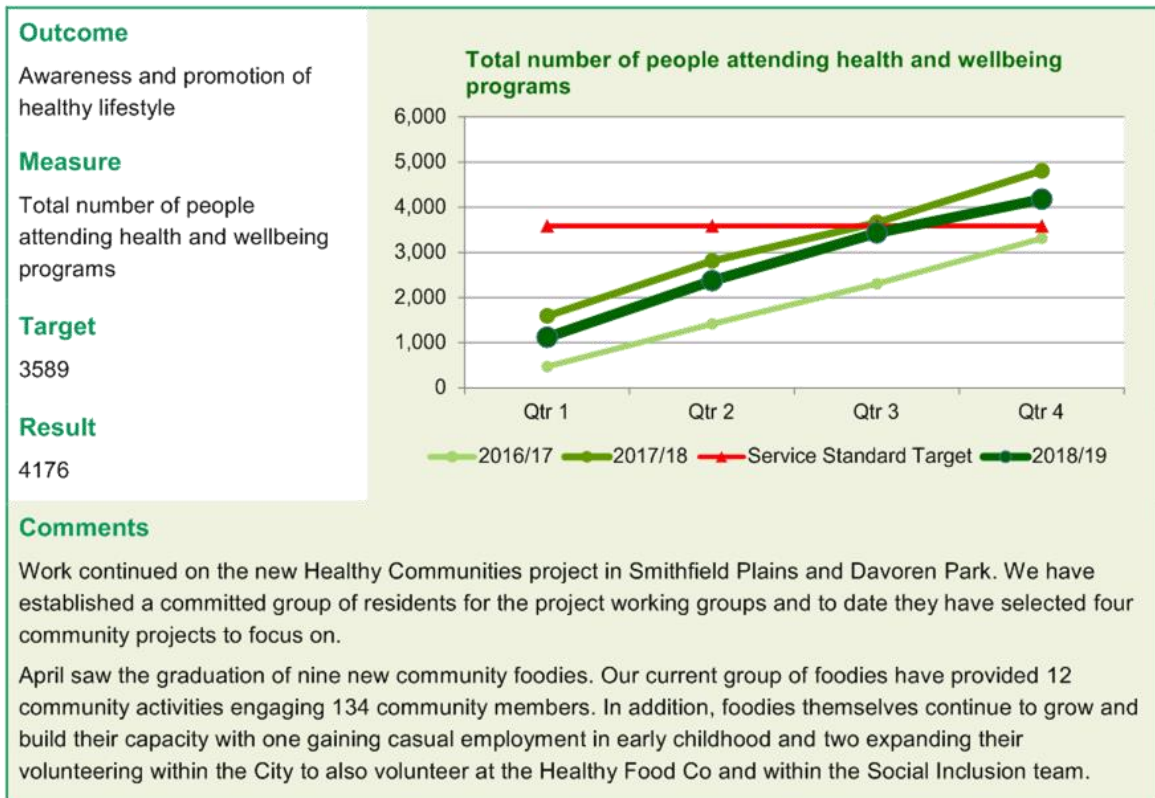
**Target**  
27,401

**Result**  
22,882



**Comments**

Sales of Easy Meals this year have fallen just short of the annual target. This can be partially attributed to the closure period to relocate the Smithfield site and a slower than expected period for customers to adjust to coming to the new location. This reduction was most evident in the month of April with sales increasing in the last two months of the quarter. One new Easy Meals was added to the range and to date over 200 of these meals have been sold. Another Easy Meal will be added next quarter to meet growing customer demand for more choices in the well established range.



Senior Manager **Rachel Emmott**

**SERVICE**  
**ILLEGAL DUMPING**

**COMMUNITY OUTCOME**

The collection and disposal of illegally dumped rubbish in urban and rural areas throughout the City

**Strategic Outcome**

1.1. High quality services and amenities

**Community Measures**

**Outcome**

Responsive Service

**Measure**

Percentage of illegally dumped rubbish work orders actioned within 10 business days

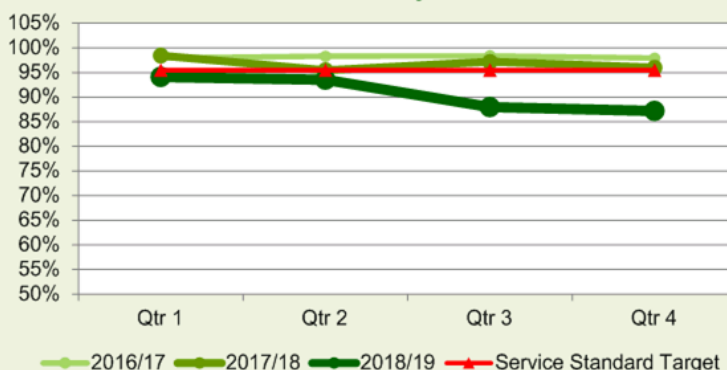
**Target**

95.48%

**Result**

87.18%

**Percentage of illegally dumped rubbish work orders actioned within ten business days**



**Comments**

We are still seeing figures below the Service Standard expectations. This is on the back of continuing to effect resident "take backs" through direct education.

**Outcome**

Responsive Service

**Measure**

Percentage of work orders generated from a customer request

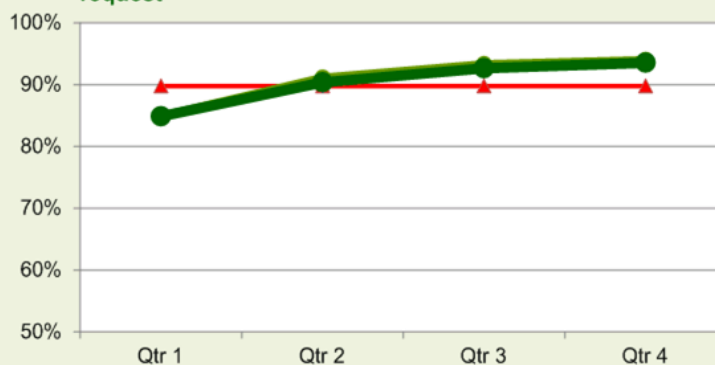
**Target**

89.80%

**Result**

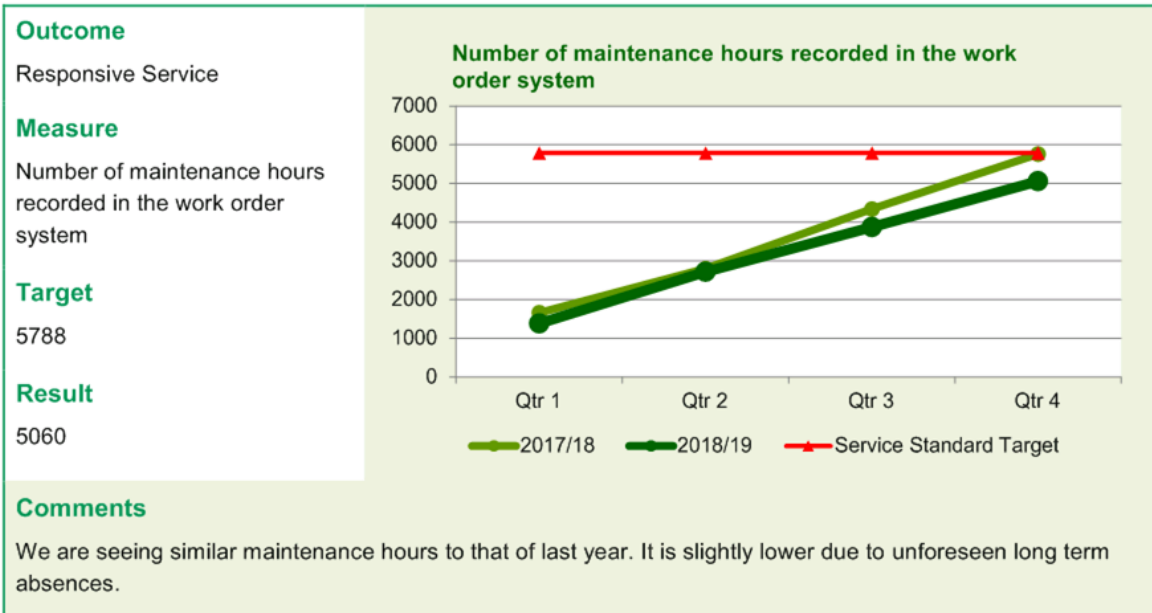
93.57%

**Percentage of work orders generated from a customer request**



**Comments**

The community is an enthusiastic team supporter through the report of illegal dumping instances.



Senior Manager **Andy Slager**

**SERVICE IMMUNISATION**

**COMMUNITY OUTCOME**

Provision of immunisation services to minimise the incidence of vaccine preventable diseases. Four components for Immunisation: School, New Arrival Refugee Immunisation (NARI), Public and Business Services

**Strategic Outcome**

1.1. High quality services and amenities; 5.2. Healthy and socially connected community

**Community Measures**

**Outcome**

Reduce incidences of communicable disease

**Measure**

Number of outbreaks of immunisable communicable disease

**Target**

802

**Result**

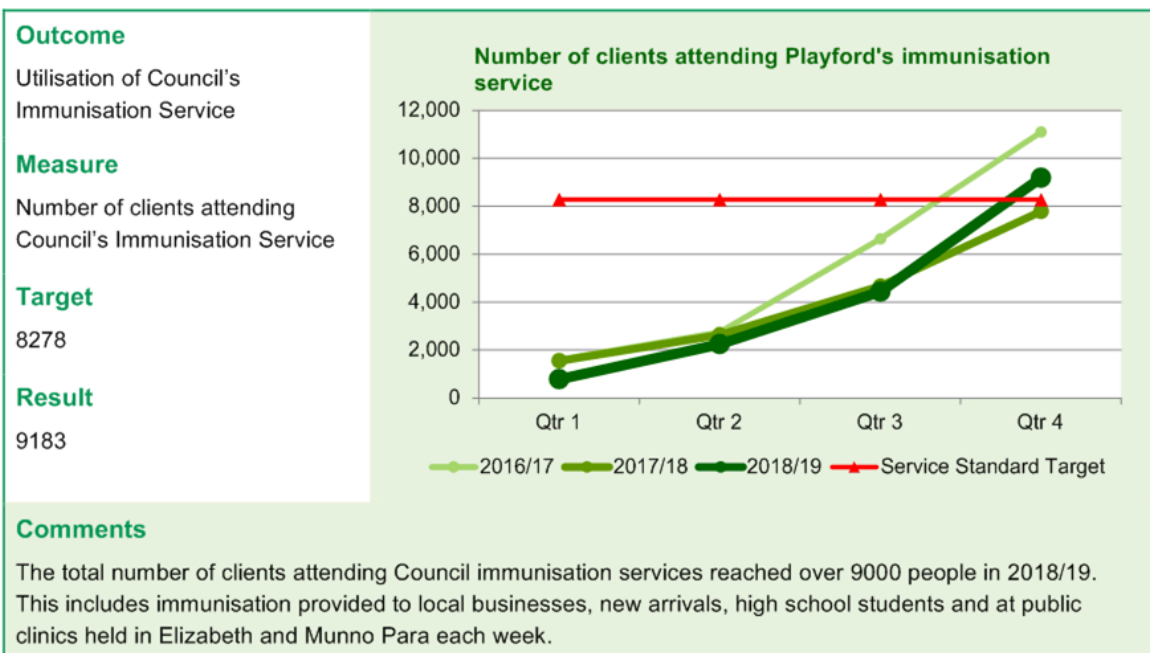
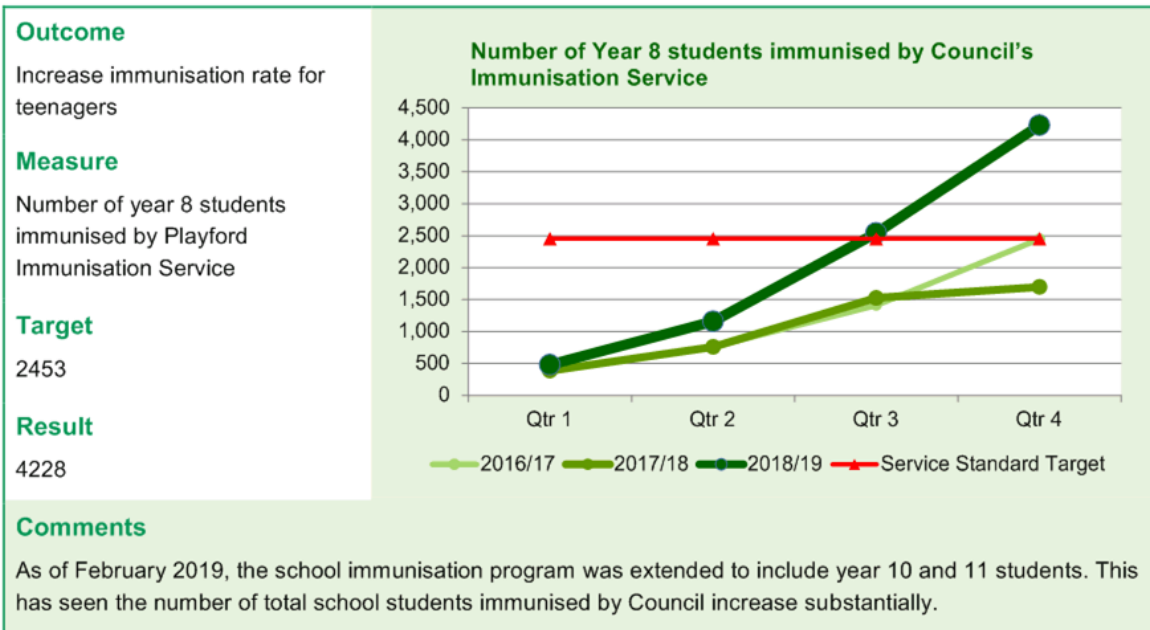
1488

**Comments**

The number of communicable disease outbreaks is a measure of overall community wellbeing. This soared primarily due to the high number of Influenza cases, which occurred across Australia.

**Number of outbreaks of immunisable communicable disease**

Year	Qtr 1	Qtr 2	Qtr 3	Qtr 4
2016/17	~250	~550	~650	~800
2017/18	~1100	~1350	~1400	~1500
2018/19	~100	~400	~600	1488
Service Standard Target	802	802	802	802



Senior Manager **Kaarina Sarac**

**SERVICE**  
**KERBSIDE WASTE**

**COMMUNITY OUTCOME**

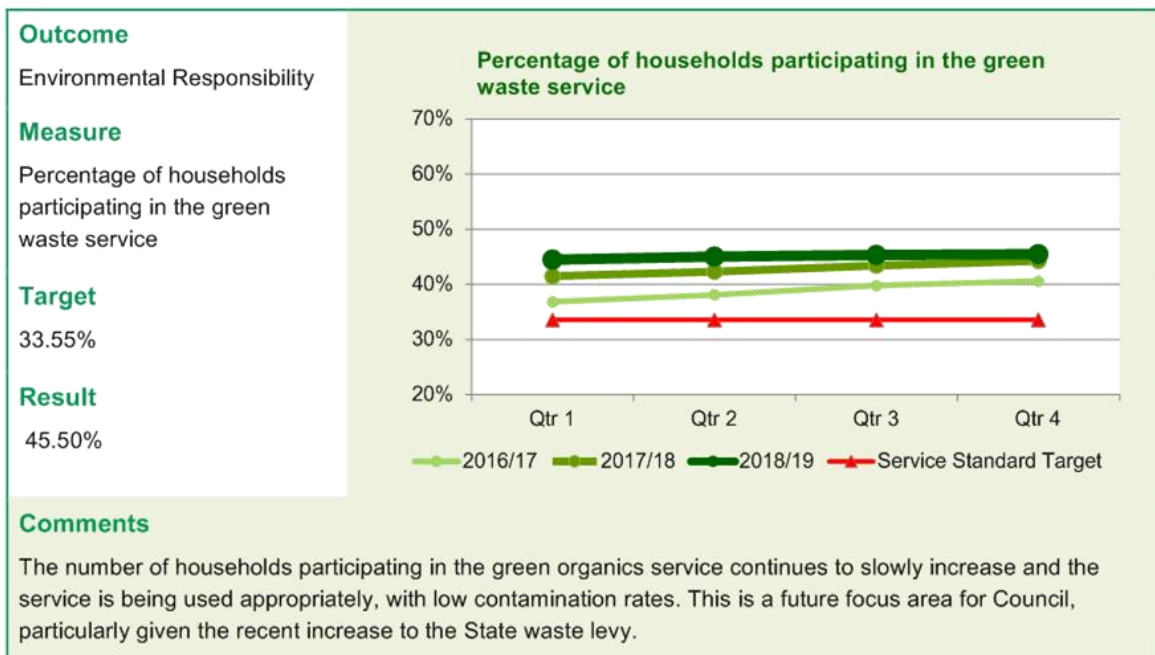
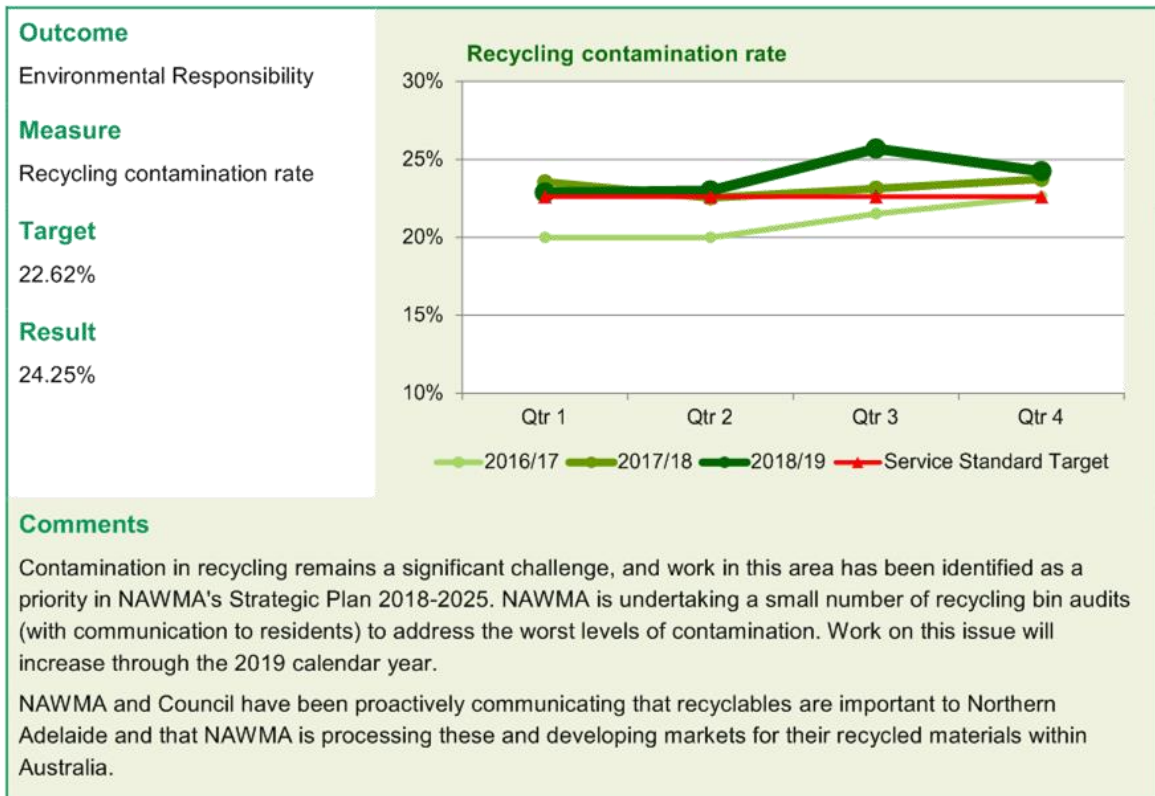
To maintain public health, we provide our community with the ability to dispose of waste in an environmentally responsible manner. The kerbside waste management service includes household waste, recycling, green organics and hard waste.

**Strategic Outcome**

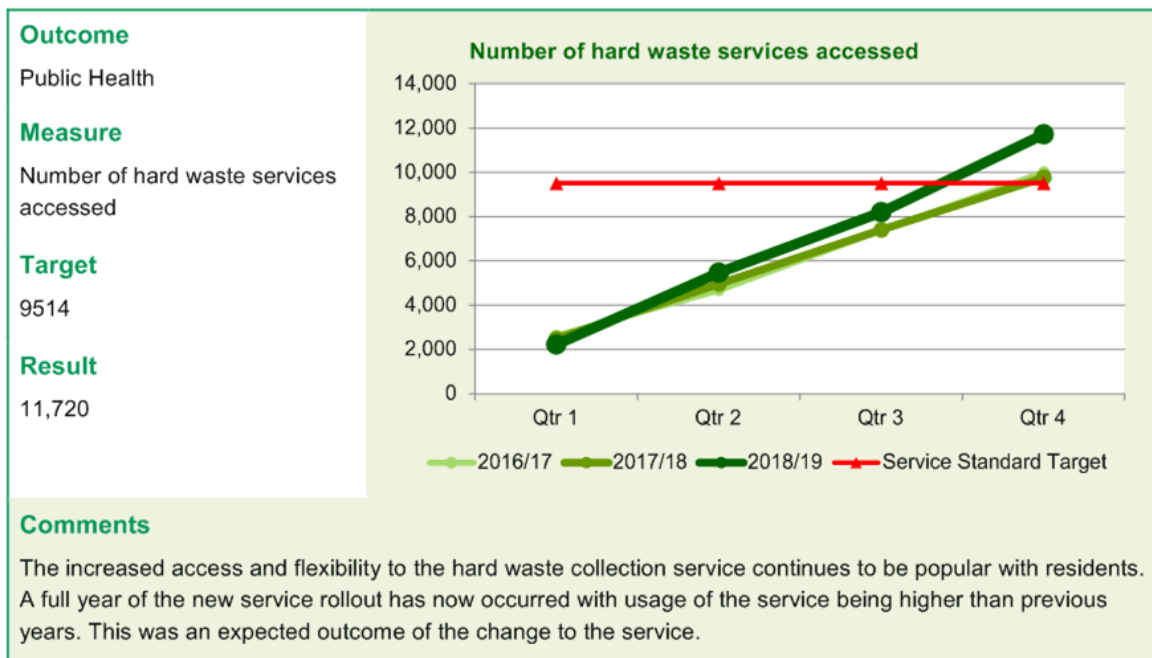
2.2. Enhanced city presentation, community pride and reputation; 1.4. Enhanced city presentation, community pride and reputation; 1.1. High quality services and amenities; 5.1. Enhanced community pride and reputation

**Community Measures**

<p><b>Outcome</b> Environmental Responsibility</p> <p><b>Measure</b> Diversion rate away from landfill</p> <p><b>Target</b> 38.36%</p> <p><b>Result</b> 40.10%</p>	<p><b>Diversion rate away from landfill</b></p> <table border="1"> <caption>Diversion rate away from landfill data</caption> <thead> <tr> <th>Quarter</th> <th>2017/18 (%)</th> <th>2018/19 (%)</th> <th>Service Standard Target (%)</th> </tr> </thead> <tbody> <tr> <td>Qtr 1</td> <td>40.0</td> <td>38.5</td> <td>38.36</td> </tr> <tr> <td>Qtr 2</td> <td>41.0</td> <td>39.5</td> <td>38.36</td> </tr> <tr> <td>Qtr 3</td> <td>39.0</td> <td>38.5</td> <td>38.36</td> </tr> <tr> <td>Qtr 4</td> <td>39.0</td> <td>40.5</td> <td>38.36</td> </tr> </tbody> </table>	Quarter	2017/18 (%)	2018/19 (%)	Service Standard Target (%)	Qtr 1	40.0	38.5	38.36	Qtr 2	41.0	39.5	38.36	Qtr 3	39.0	38.5	38.36	Qtr 4	39.0	40.5	38.36
Quarter	2017/18 (%)	2018/19 (%)	Service Standard Target (%)																		
Qtr 1	40.0	38.5	38.36																		
Qtr 2	41.0	39.5	38.36																		
Qtr 3	39.0	38.5	38.36																		
Qtr 4	39.0	40.5	38.36																		
<p><b>Comments</b></p> <p>Kerbside waste diversion represent the proportion of total waste that is disposed of through recycling, green organics and hard waste collection services.</p> <p>Diversion rates are generally low, partially due to national media coverage around recycling being sent to landfill (which is not the case at the City of Playford). NAWMA continues to work on improving recycling rates, and Council is looking at ways to increase the use of the green bin for compostable material.</p>																					







Senior Manager **Kaarina Sarac**

**SERVICE LIBRARY**

**COMMUNITY OUTCOME**

The Library Service provides access to information, technology, educational programs, cultural engagement, local history, social interactions, entertainment and leisure to the local and state communities.

**Strategic Outcome**

1.1. High quality services and amenities

**Community Measures**

**Outcome**

Access to information

**Measure**

Items borrowed

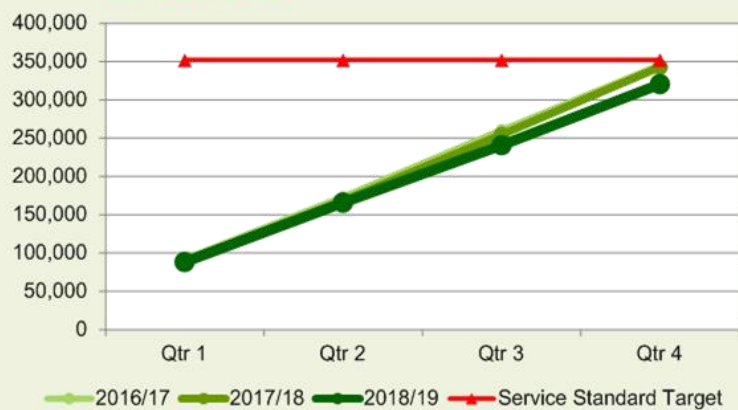
**Target**

352,006

**Result**

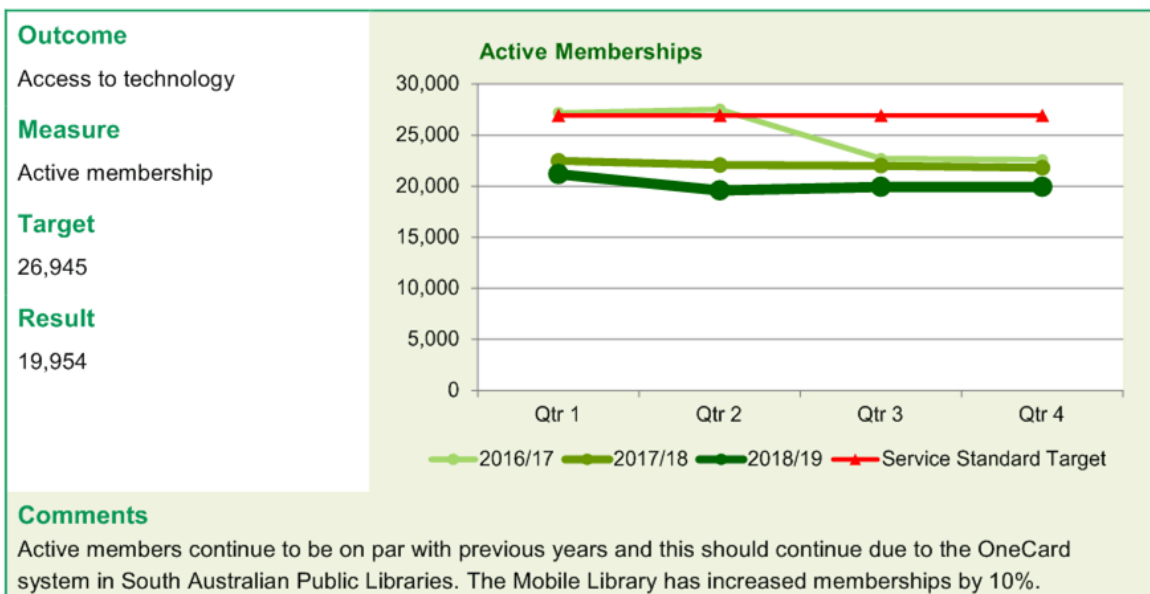
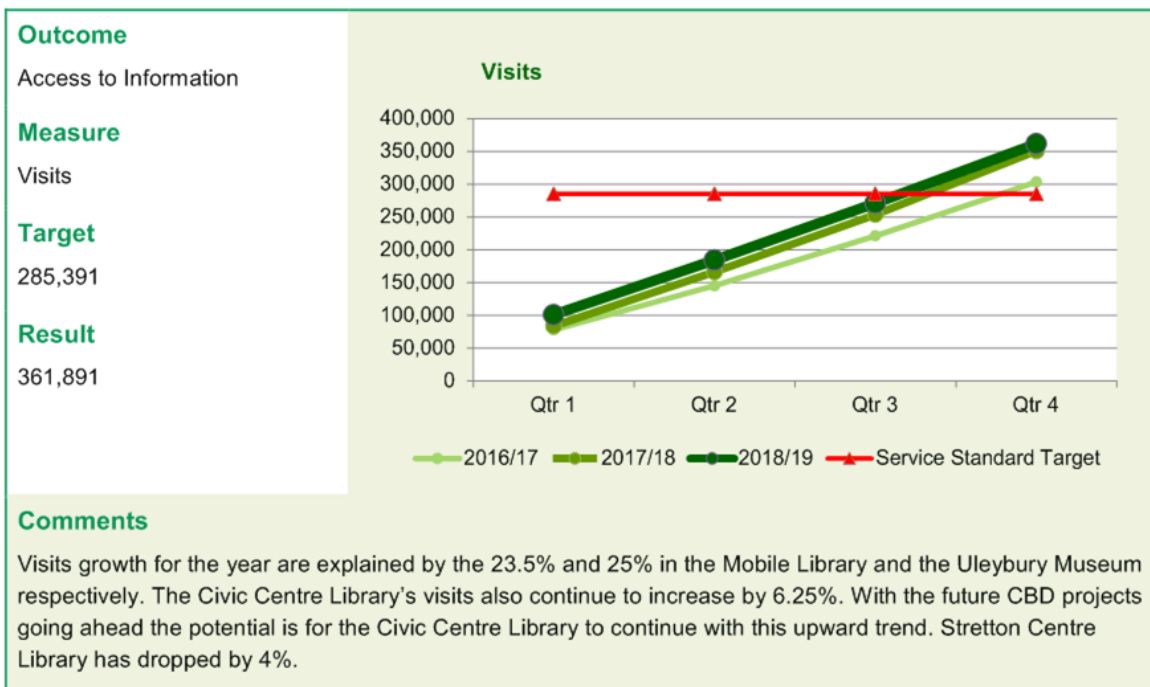
320,492

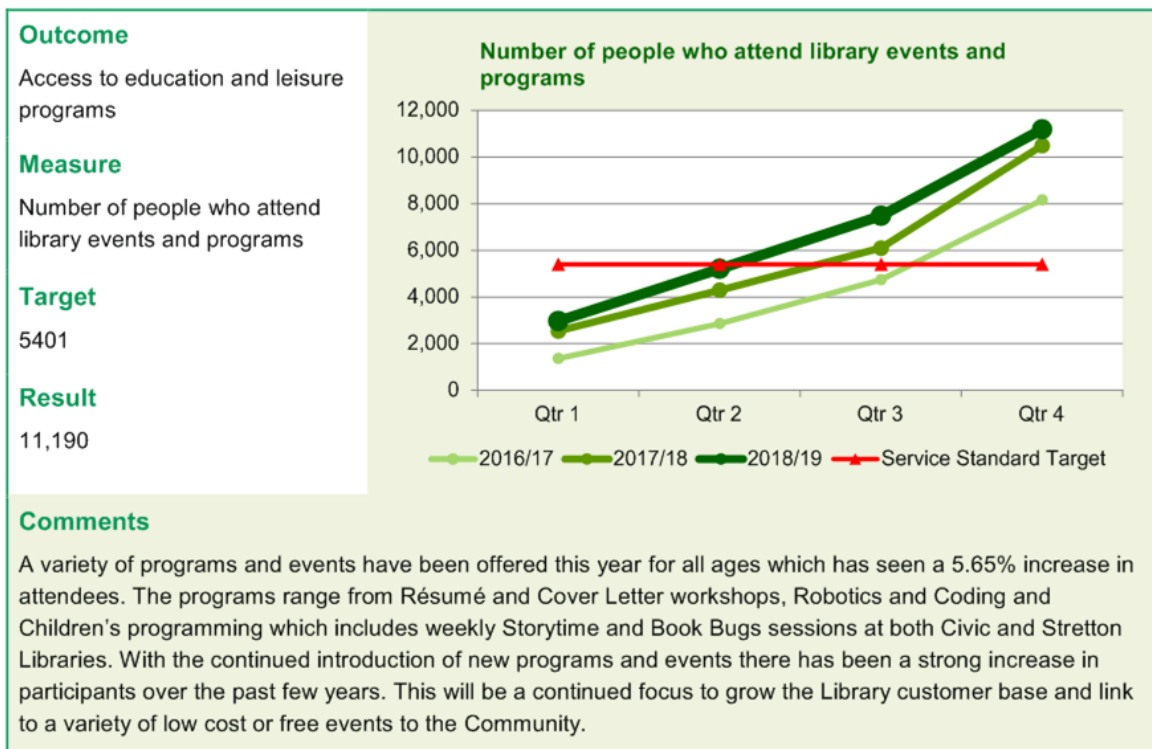
**Items Borrowed**



**Comments**

This year has seen a 152% increase in digital loans. BorrowBox, which is for Playford Library customers only, has increased by 92% from last year. The Mobile Library has increased loans by 24% due to the focus on providing this service to local Pre-schools, Schools and Childcare Centres.





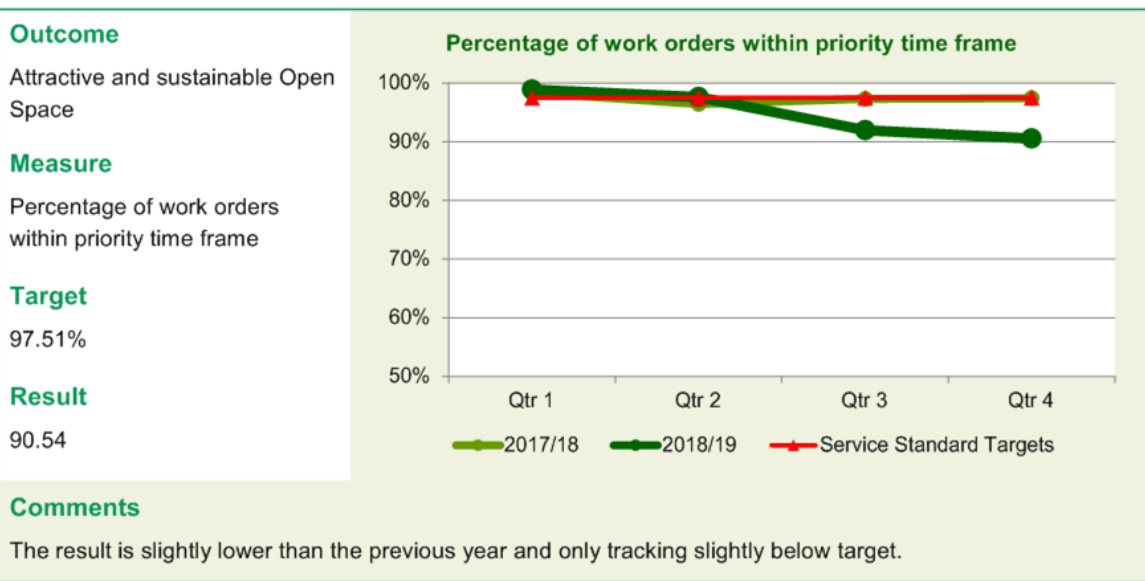
Senior Manager **Gareth Dunne**

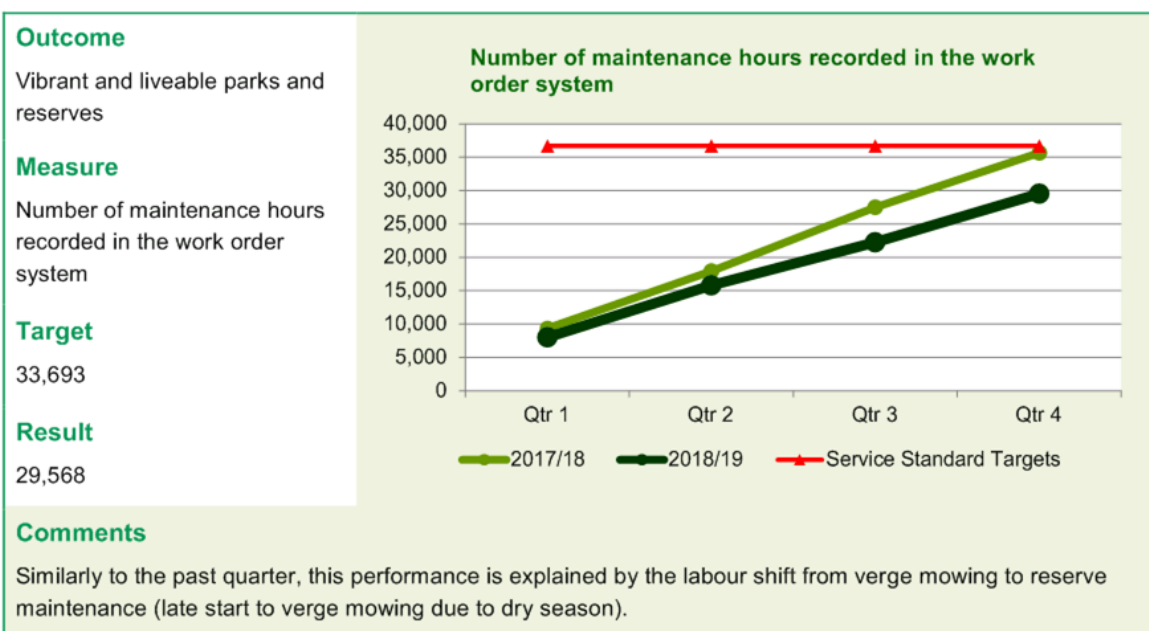
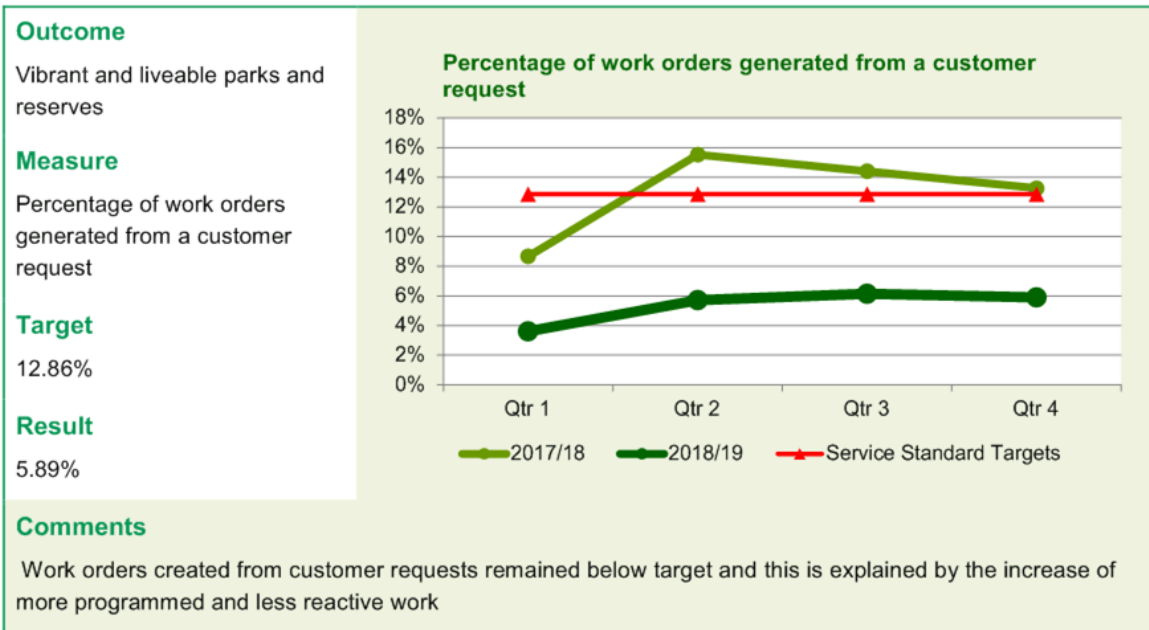
**SERVICE**  
**PARKS AND RESERVES**

**COMMUNITY OUTCOME**  
 Parks and reserves provide opportunities for social interaction and physical activity, which contribute to mental and physical benefits and positively impacts on the health and wellbeing of Playford residents and visitors

**Strategic Outcome**  
 1.1. High quality services and amenities; 2.2. Enhanced city presentation, community pride and reputation

**Community Measures**





Senior Manager **Andy Slager**

## SERVICE RAPID RESPONSE

### COMMUNITY OUTCOME

A rapid response to urgent situations that represent an immediate risk to our community in a public space. The primary objective is to make the situation safe. Work may then be referred to other teams to be completed.

#### Strategic Outcome

1.1. High quality services and amenities; 1.4. Enhanced city presentation, community pride and reputation

### Community Measures

#### Outcome

Make safe in timely fashion

#### Measure

Percentage of work orders that are actioned to make safe within 24 hours

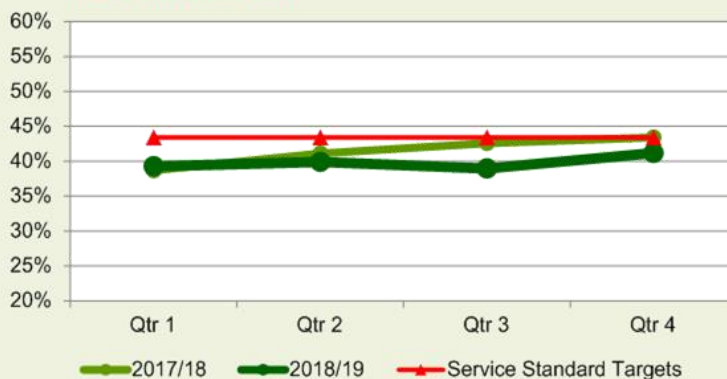
#### Target

43.42%

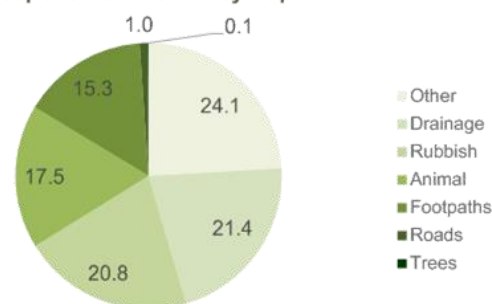
#### Result

41.18%

Reported risks to residents are responded to within 24 hours and made safe

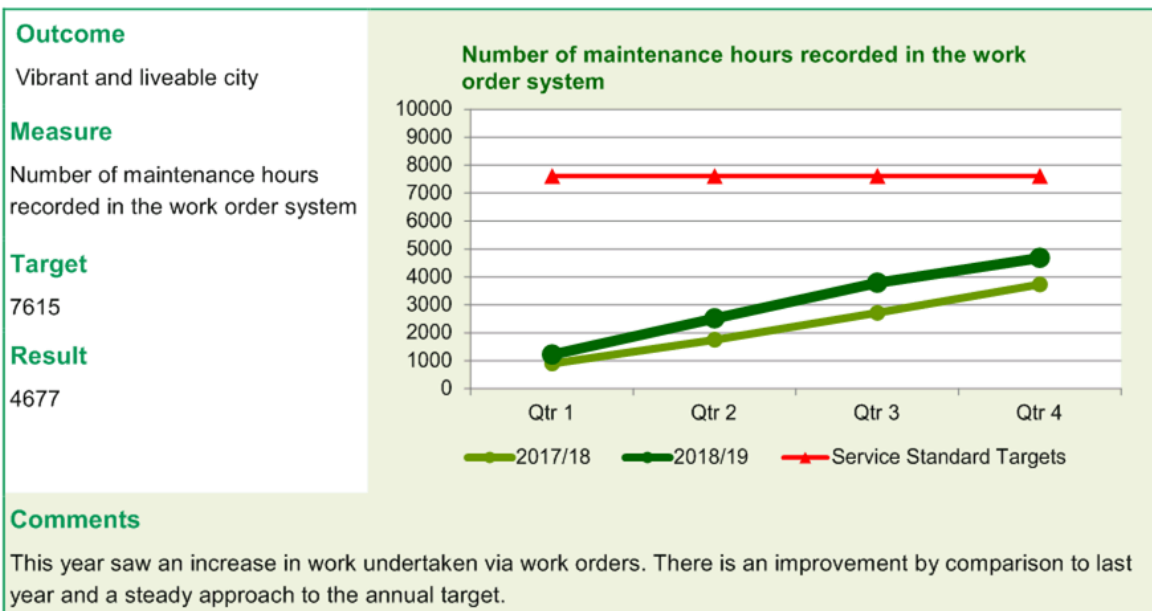
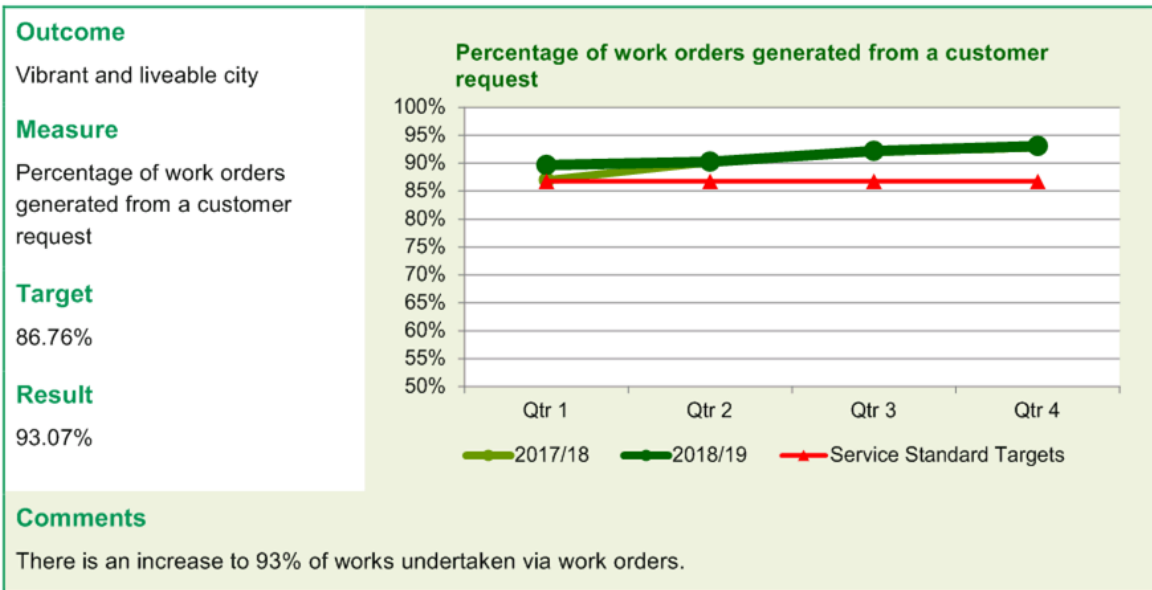


Rapid Response Situations by Topic



#### Comments

There has been a slight decrease in comparison to last year with tasks being made safe within the 24-hour period. Rubbish and Drainage are amongst the highest number of work order requests.



Senior Manager **Andy Slager**



## SERVICE REGULATORY SERVICES

### COMMUNITY OUTCOME

Enhance the quality of life of our community by maintaining several key regulatory requirements to minimise the risk to public safety

#### Strategic Outcome

1.1. High quality services and amenities

### Community Measures

#### Outcome

Responsible Management of animals by the community

#### Measure

Number of dog registrations

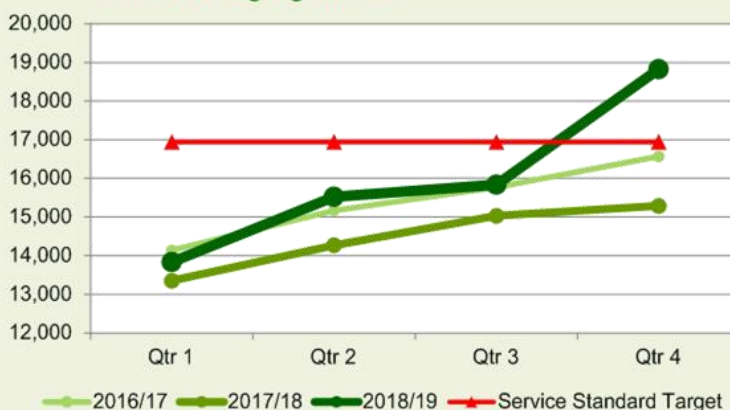
#### Target

16,943

#### Result

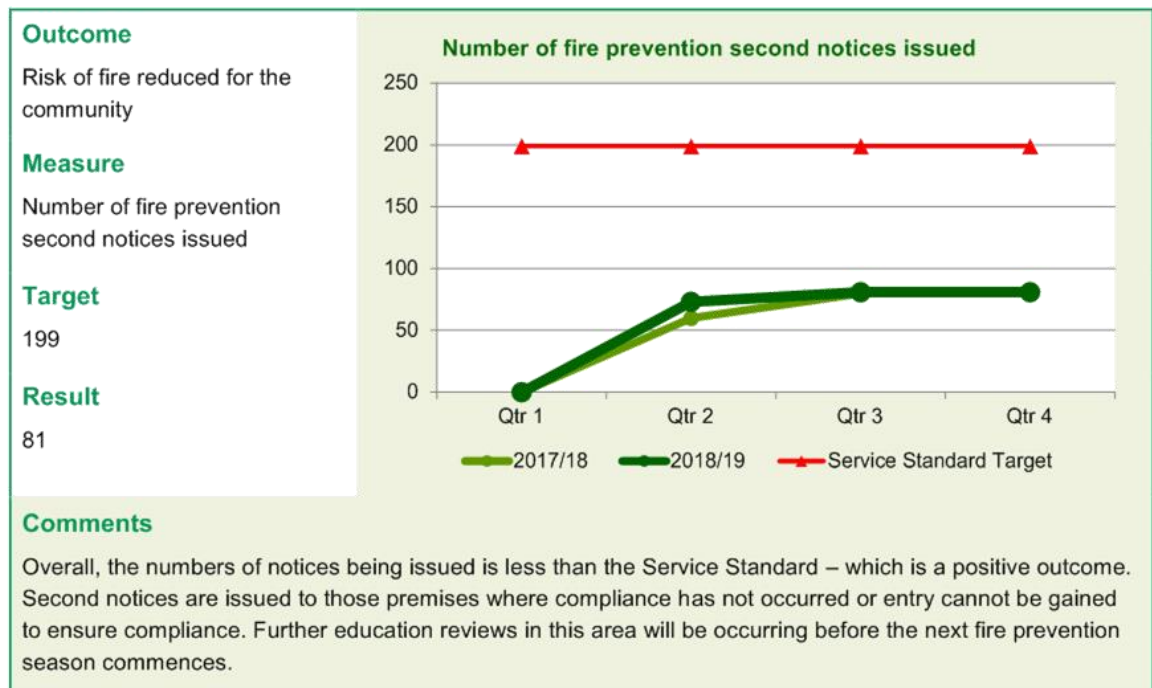
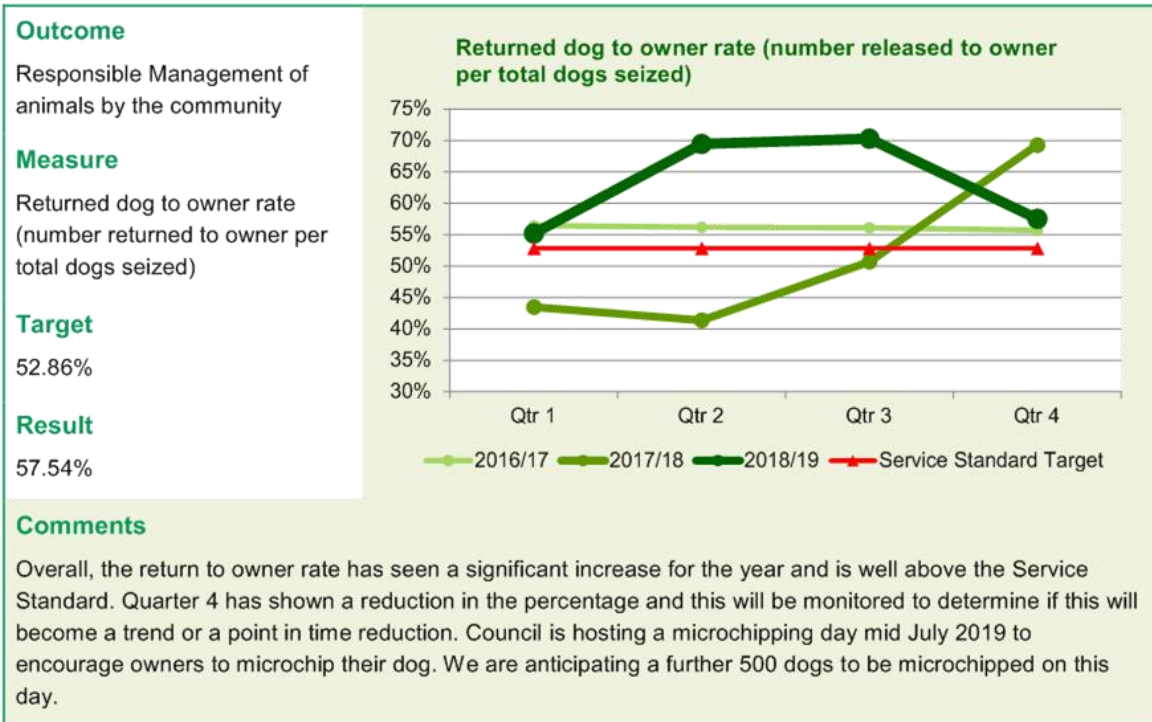
18,828

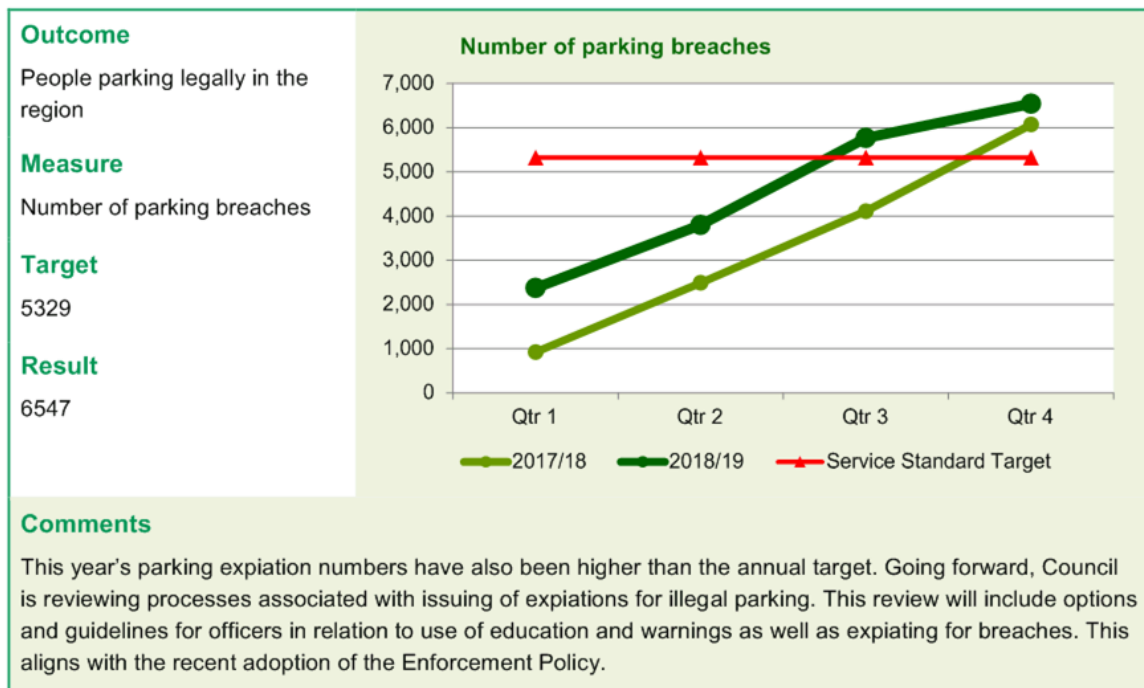
Number of dog registrations



#### Comments

The dog registration numbers have soared and finished the year in a position higher than anticipated. This number has been achieved by strategic education, including face-to-face interactions highlighting the benefits of registering your dog. Targeted media/marketing campaigns on social media platforms have been encouraging and informing the community. Going forward further education programs, including local school visits are being planned for the 19/20 period.





Senior Manager **Kaarina Sarac**

**SERVICE**  
**RURAL STREETSCAPE**

**COMMUNITY OUTCOME**

A programmed, proactive approach to undertake regular road maintenance in rural areas, based on risk. This is to enable a safe and connected community.

**Strategic Outcome**

1.1. High quality services and amenities; 1.2. Improved service delivery; 1.4. Enhanced city presentation, community pride and reputation; 2.2. Enhanced city presentation, community pride and reputation

**Community Measures**

**Outcome**

Provide safe and suitable rural streetscape

**Measure**

Percentage of work orders completed within priority time frame

**Target**

84.66%

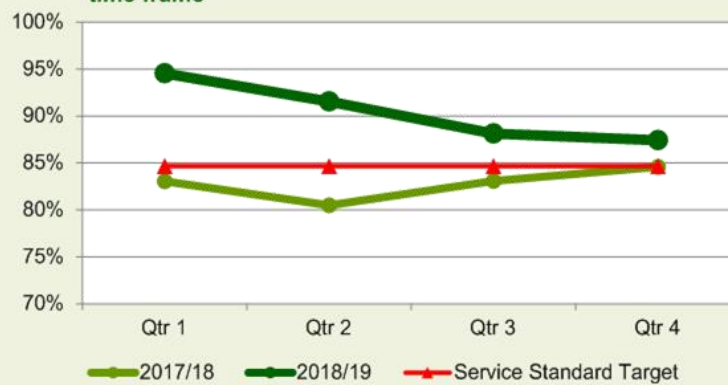
**Result**

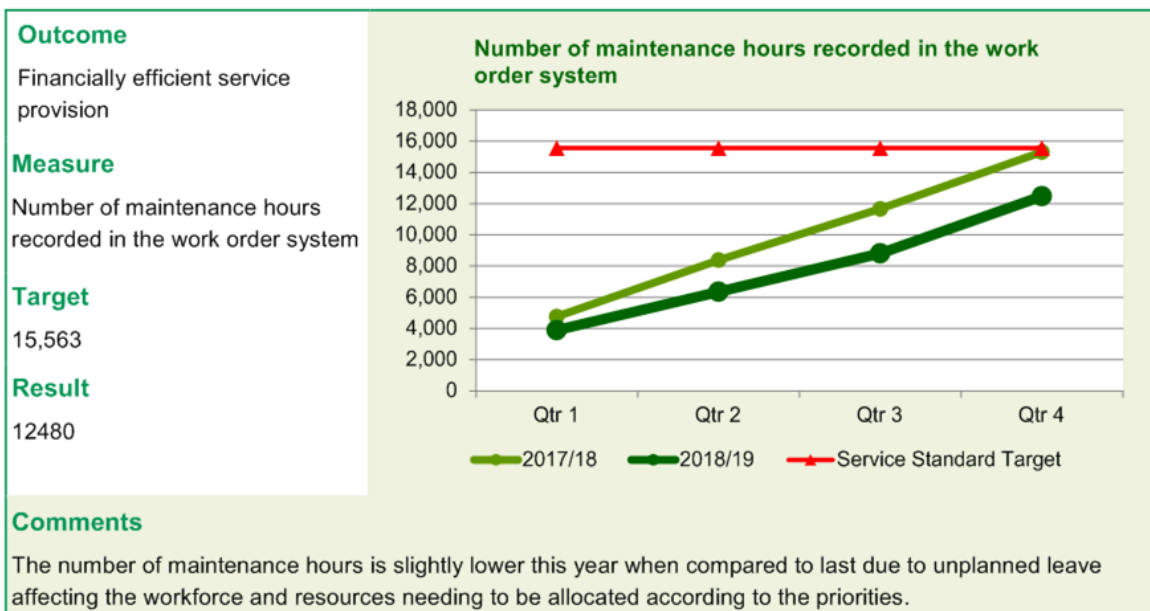
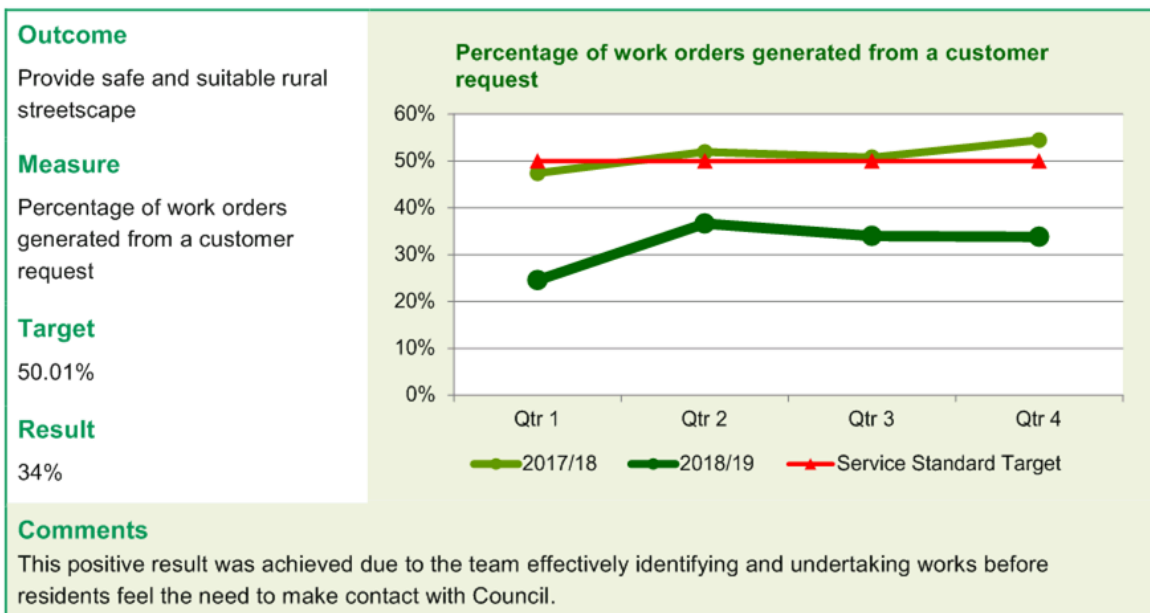
87.43%

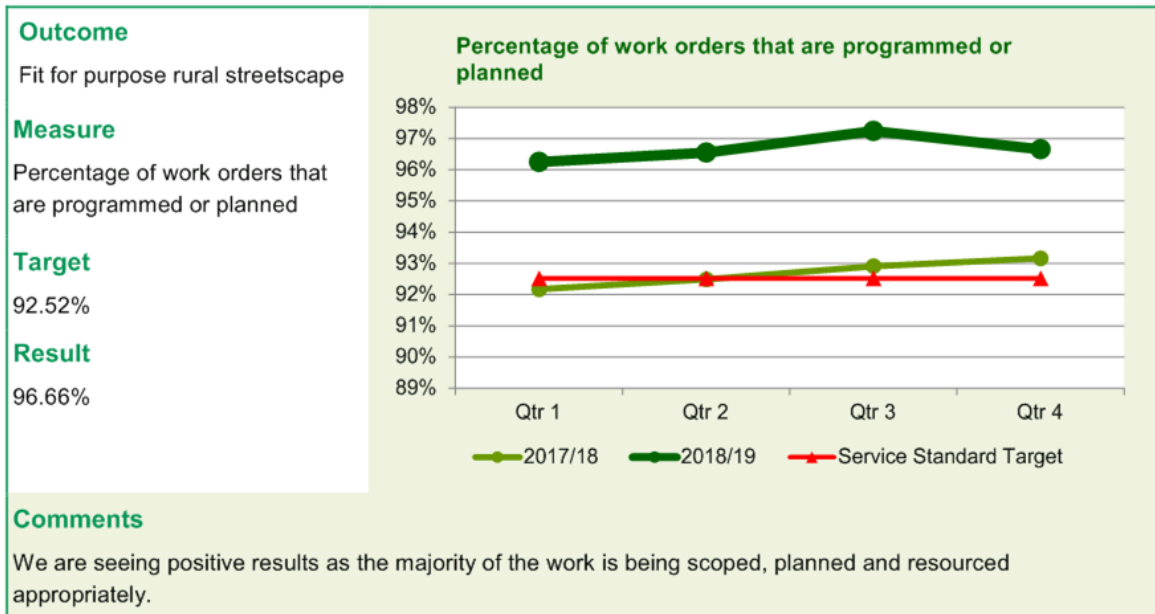
**Comments**

Team's thorough work planning and effective execution resulted in the improvement to last year's result and performance consistently above target.

**Percentage of work orders completed within priority time frame**







Senior Manager **Andy Slager**

**SERVICE**  
**SPORTSFIELD MAINTENANCE**

**COMMUNITY OUTCOME**

The service provides fit for purpose sportsfields and furnishings that offer an opportunity for the community to engage and participate in sporting activities and a healthy lifestyle.

**Strategic Outcome**

1.1. High quality services and amenities; 1.4. Enhanced city presentation, community pride and reputation; 5.3. Access to elite sporting facilities; 5.2. Healthy and socially connected community

**Community Measures**

**Outcome**  
 Fit for purpose sports fields

**Measure**  
 Percentage of work orders within priority time frame

**Target**  
 90.06%

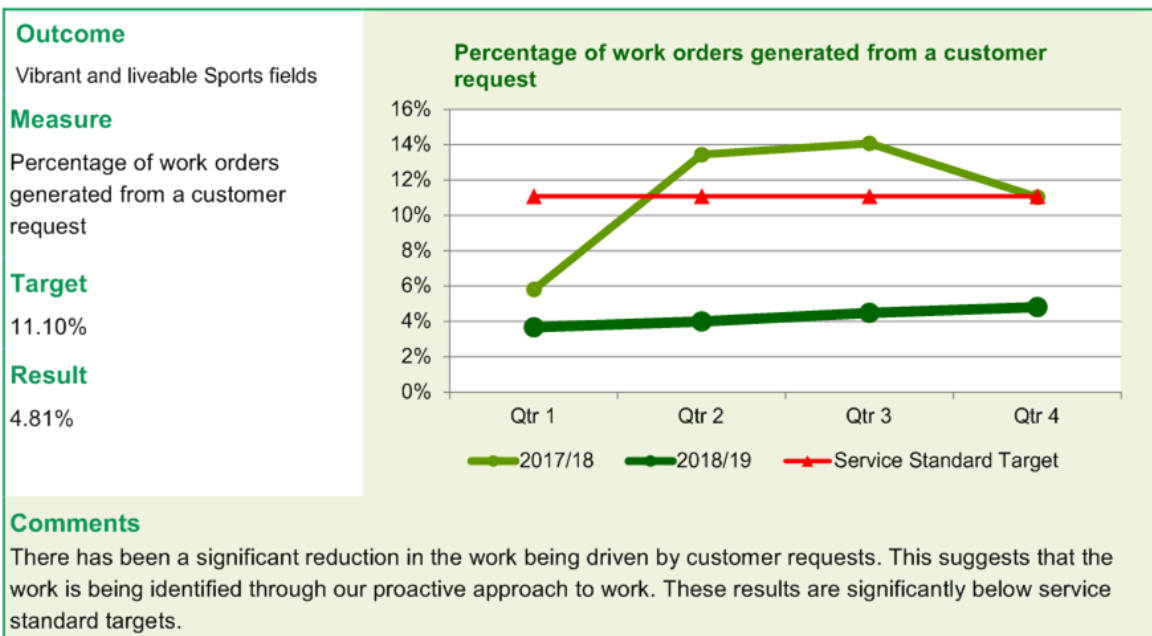
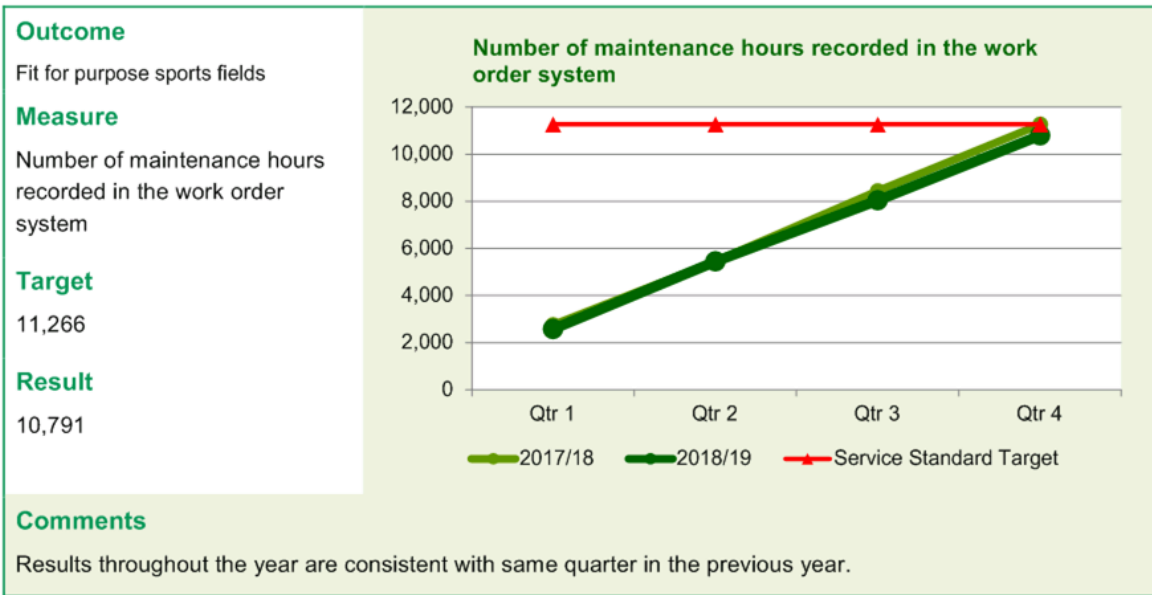
**Result**  
 95.07%

**Comments**

With 95% of work completed within the priority timeframe, results for the year have been consistently above the service standard target.

**Percentage of work orders within priority time frame**

Year	Qtr 1	Qtr 2	Qtr 3	Qtr 4
2017/18	86%	88%	92%	95%
2018/19	98%	98%	94%	95%
Service Standard Target	90.06%	90.06%	90.06%	90.06%



Senior Manager **Andy Slager**



**SERVICE**  
**TREE SERVICES**

**COMMUNITY OUTCOME**

Trees within the council area are well maintained which contributes to mental and physical benefits and positively impacts on health and wellbeing of Playford residents and visitors.

**Strategic Outcome**

1.1. High quality services and amenities; 1.4. Enhanced City presentation, community pride and reputation

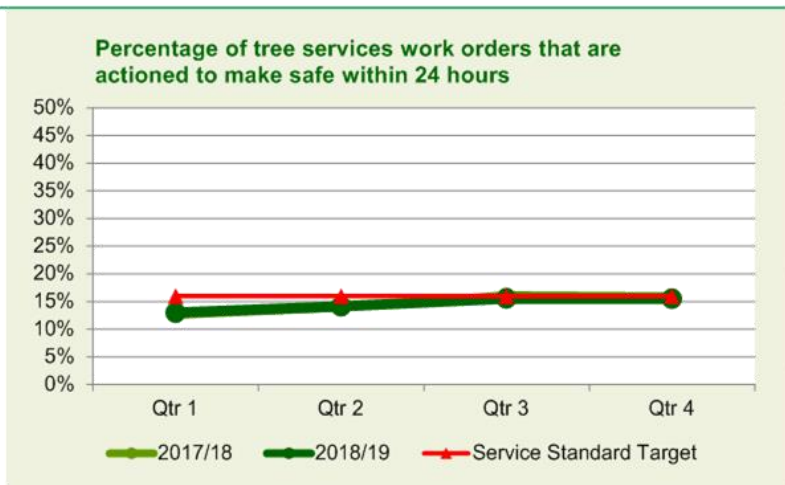
**Community Measures**

**Outcome**  
 Responsive service

**Measure**  
 Percentage of tree services work orders that are actioned to make safe within 24 hours

**Target**  
 15.97%

**Result**  
 15.48%



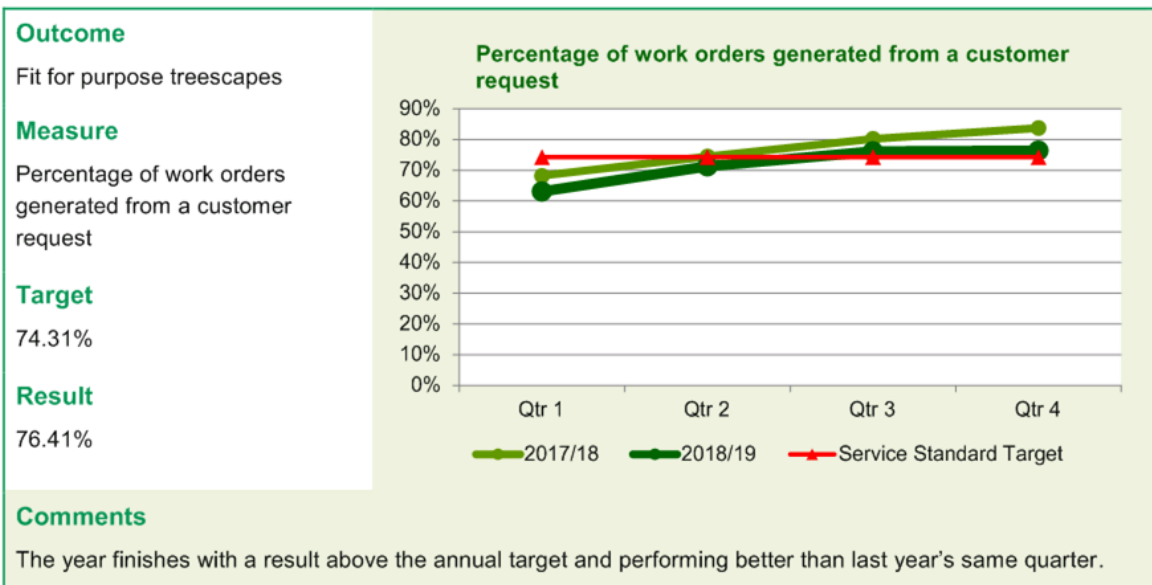
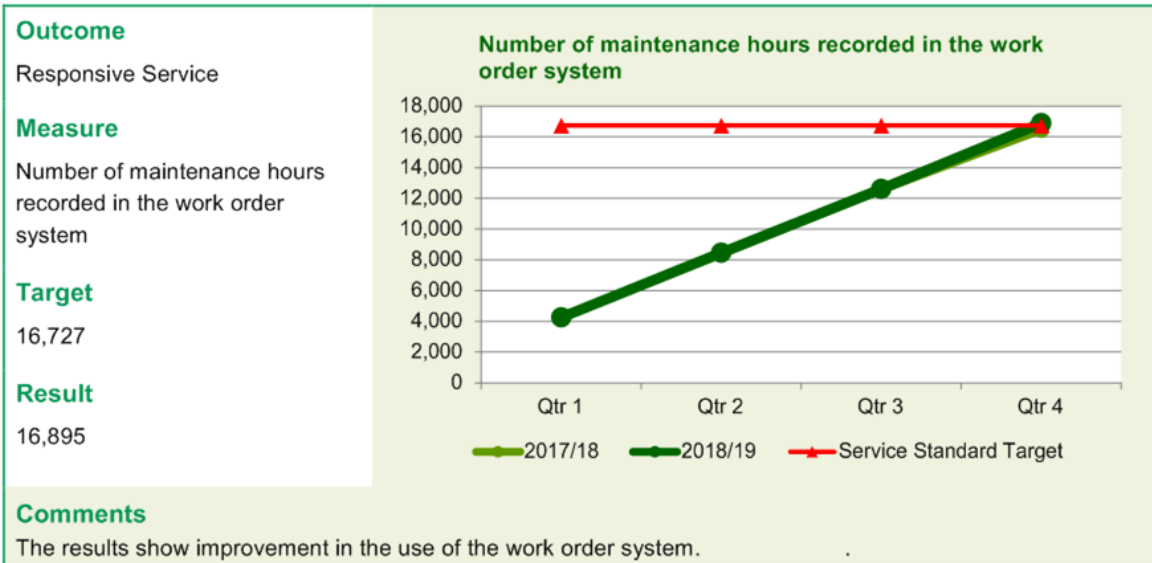
**Comments**

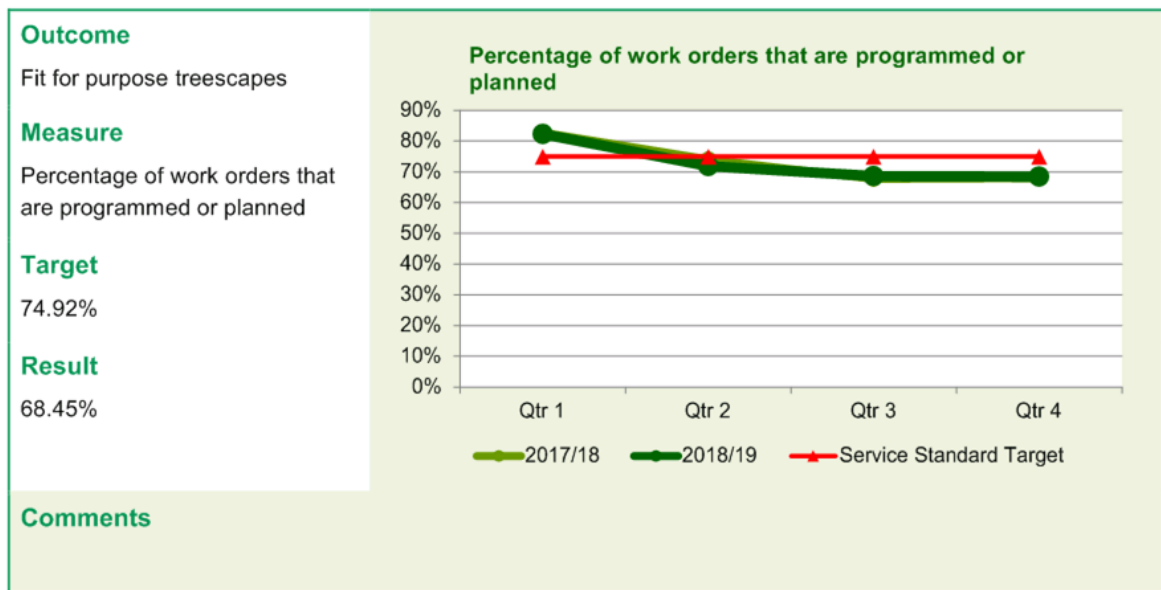
Pleasing results slightly below target.

Mature Trees  
 Total tasks completed - 885  
 Rapid response tasks - 500  
 Precinct maintenance tasks - 385  
 Total trees pruned - 4504  
 Total trees removed - 351  
 Total encroachments - 14

Tree establishment  
 Total trees planted - 374  
 Total trees pruned - 784  
 Total tree maintenance tasks - 5074  
 Total trees removed - 39  
 Total trees watered - 17960

Tree plotter  
 Trees plotted - 4246





Senior Manager **Andy Slager**

SERVICE  
**URBAN STREETScape**

**COMMUNITY OUTCOME**

Streetscape is the term given to the collective appearance and usage of all footpaths, pedestrian zones, verges, kerbs, signage, roads, gardens and trees along a street. Safety and City presentation is achieved by providing safe pedestrian access, a safe orderly urban road network and improved appearance of street frontages.

**Strategic Outcome**

1.1. High quality services and amenities; 1.2. Improved service delivery; 1.4. Enhanced city presentation, community pride and reputation; 2.2. Enhanced city presentation, community pride and reputation; 2.3. Livable neighbourhoods

**Community Measures**

**Outcome**

Provide safe and suitable urban streetscape

**Measure**

Percentage of work orders within priority time frame

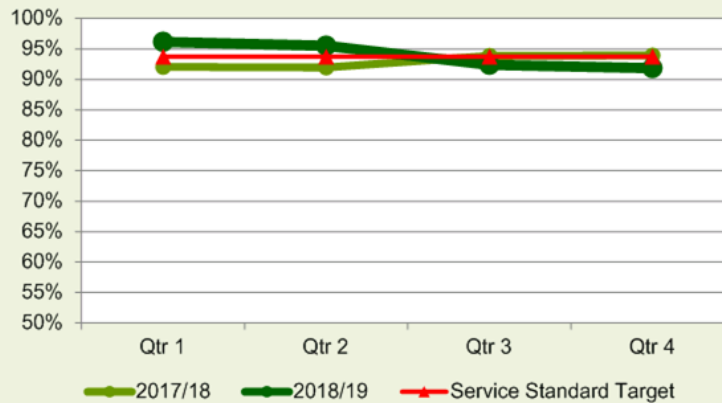
**Target**

93.74%

**Result**

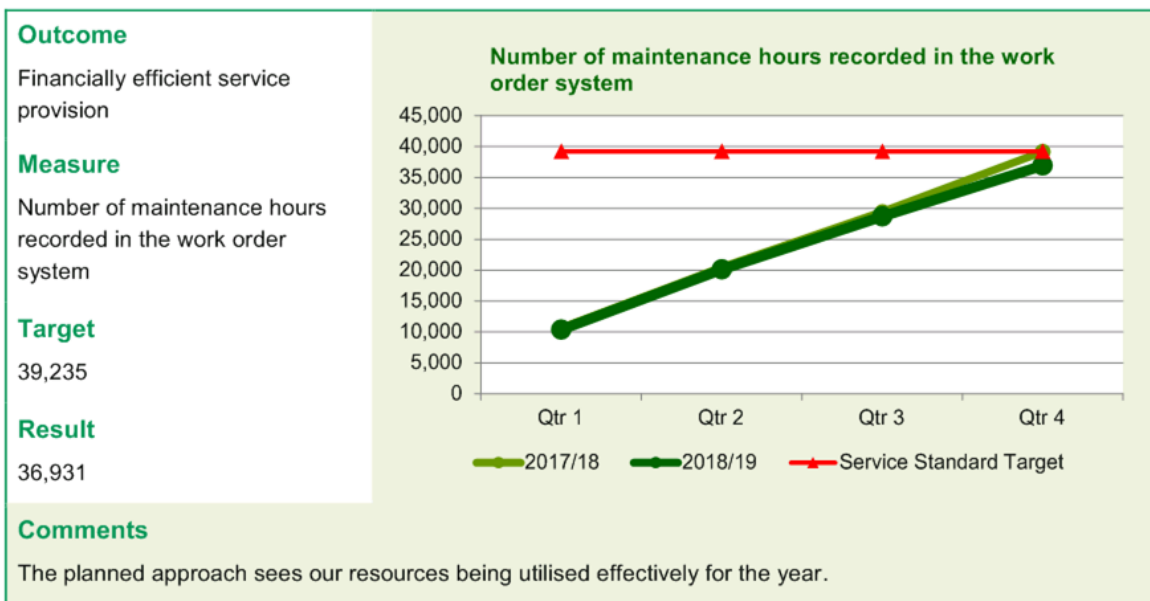
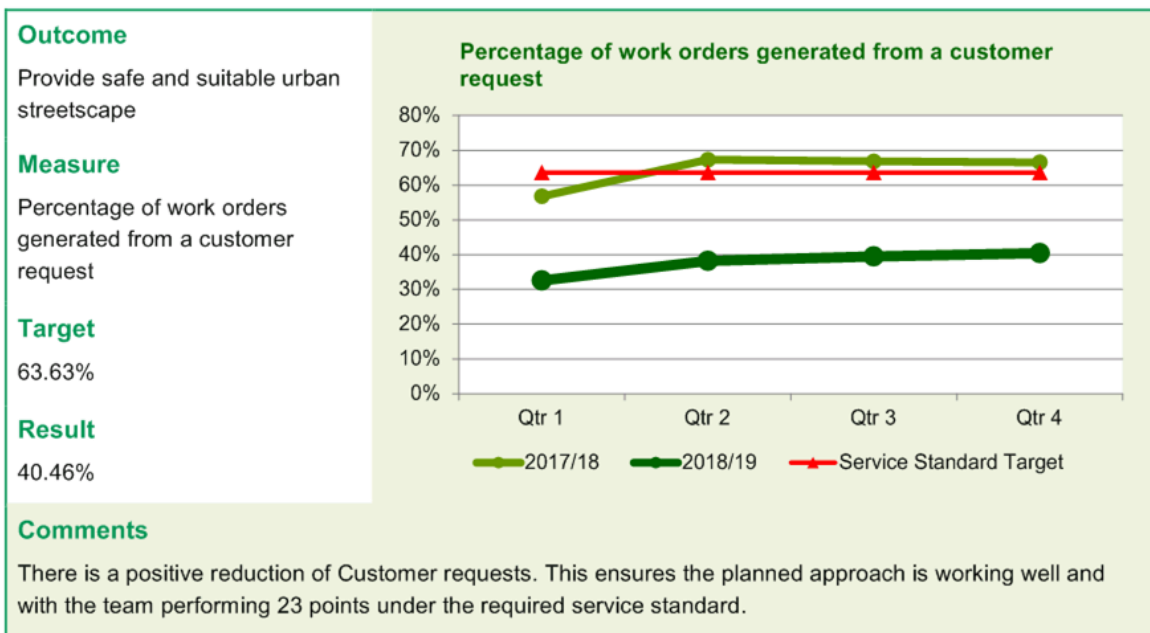
91.84%

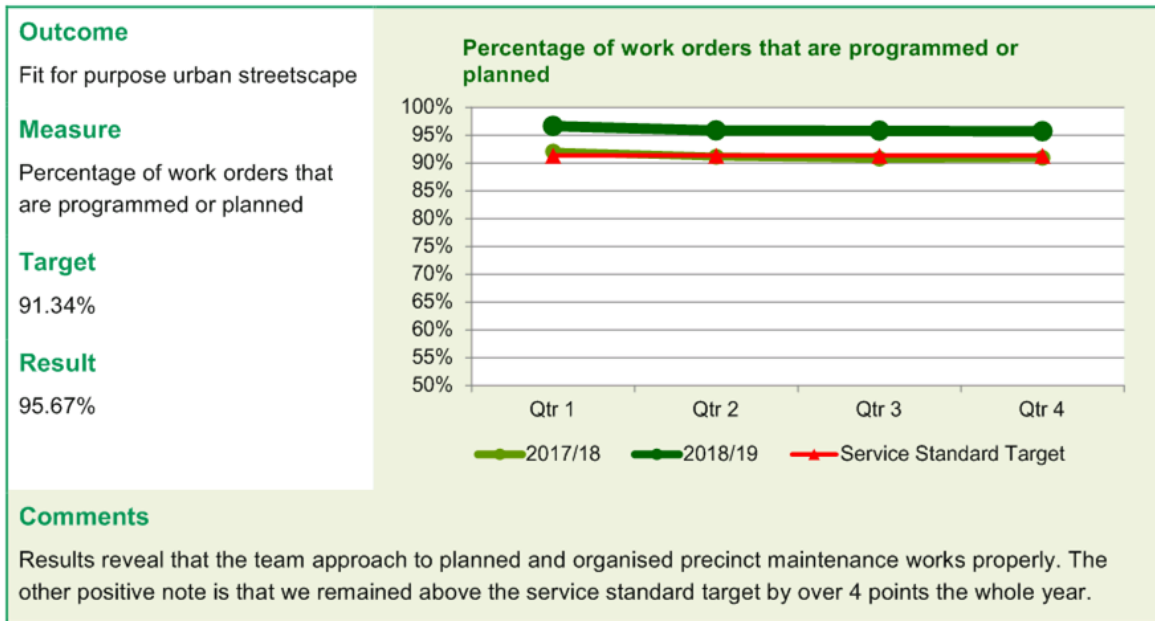
**Percentage of work orders within priority time frame**



**Comments**

Weather conditions played a factor in the completion of tasks within the work order timeframe due to sites being too wet.





Senior Manager **Andy Slager**

SERVICE

**VOLUNTEER DEVELOPMENT**

**COMMUNITY OUTCOME**

Building strong communities through volunteering and providing a range of resources and services to support volunteering activity

**Strategic Outcome**

5.1. Enhanced community pride and reputation; 5.2. Healthy and socially connected community; 1.1. High quality services and amenities; 1.2. Improved service delivery

**Community Measures**

**Outcome**

Community actively involved in volunteering

**Measure**

Total number of volunteers formally volunteering in Council

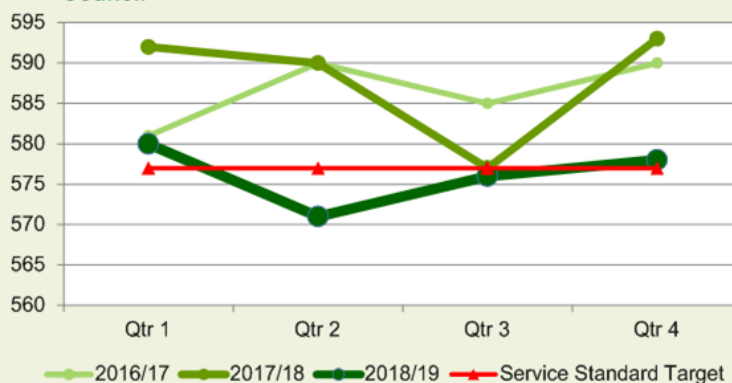
**Target**

577

**Result**

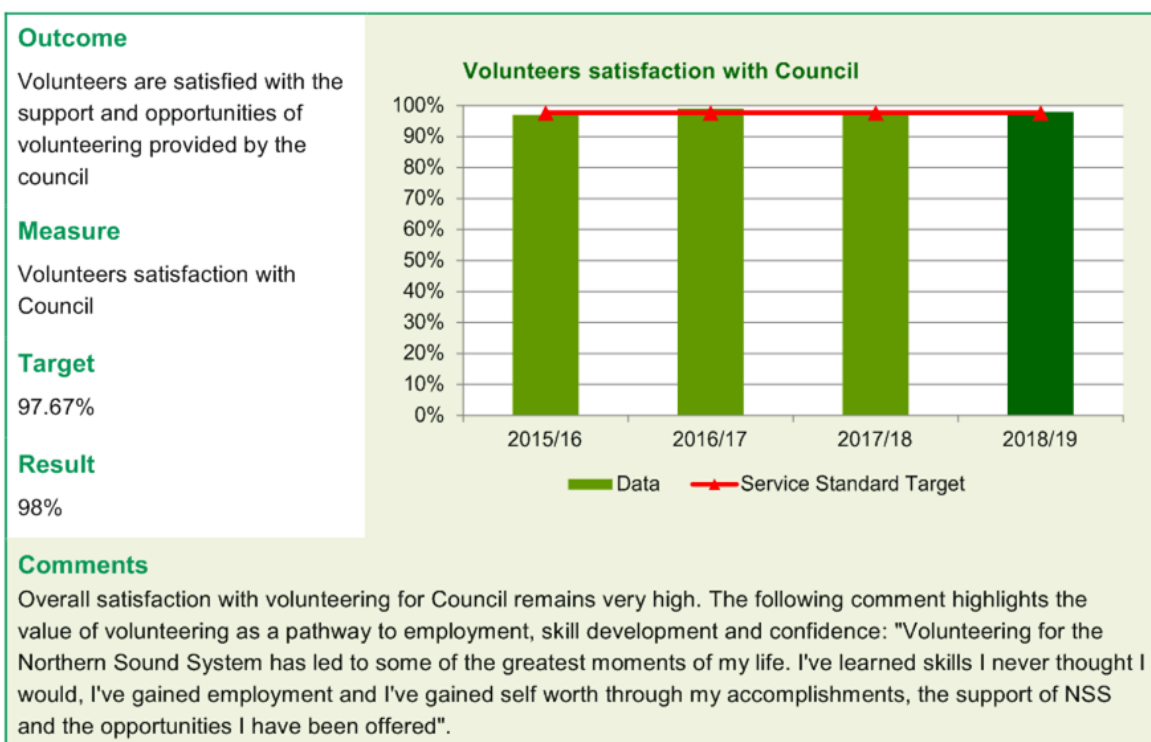
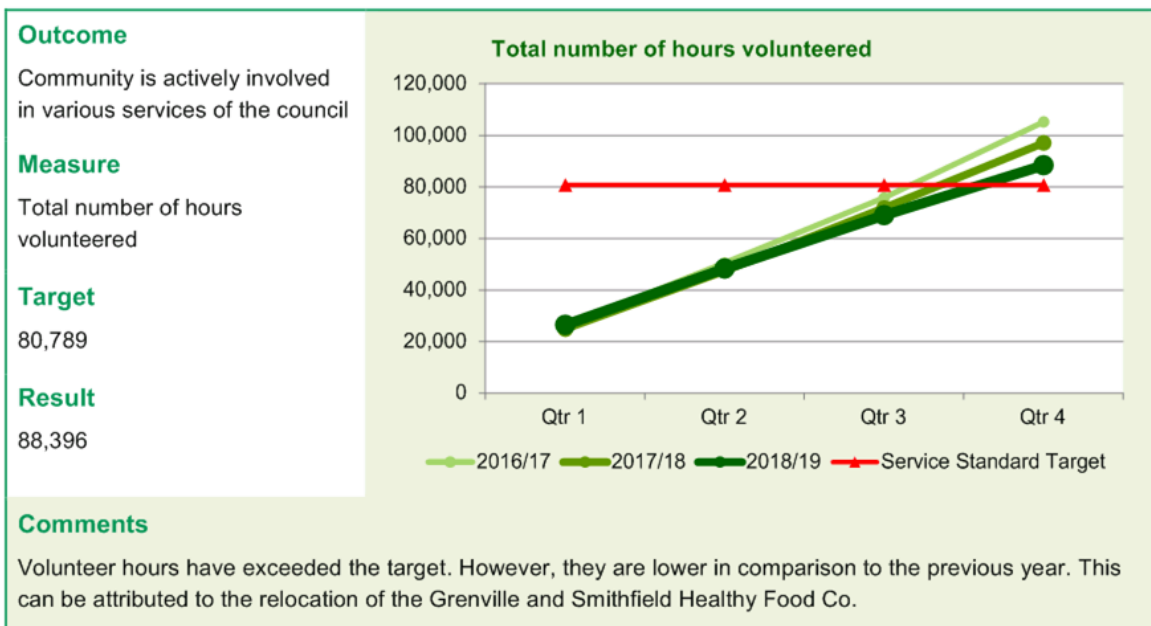
578

**Total Number of volunteers formally volunteering in Council**



**Comments**

The total number of volunteers across the organisation has remained steady throughout the year with few vacancies at any one time. There has been an increase in the number of individuals seeking volunteer opportunities as a pathway to employment from across all age groups. Of particular note are people with disability undertaking volunteering with a support worker as part of their NDIS plan. During National Volunteer Week in May several activities were held to recognise and thank Council volunteers including a cinema event with 270 volunteers attending. Council's Volunteer Strategic Development Officer led a significant project 'Human Resources Management and Volunteer Management - A Shared Approach' which looked at the relationship between Human Resource Management and Volunteer Management and made some key recommendations for organisations with both employees and volunteers. This report was undertaken on behalf of the Volunteering Strategy for South Australia in which Local Government is a key partner.



Senior Manager **Rachel Emmott**



<p><b>PROJECT</b>  <b>112 COVENTRY ROAD REJUVENATION</b></p>
<p><b>Smart Strategy Program</b>                  1. Smart Service Delivery</p>
<p><b>Strategic Outcome</b>                  1.3. Working smarter with our community; 1.4. Enhanced City presentation, community pride and reputation;</p>

**Project Description**  
 The former Para WorkLinks site is being repurposed as a vibrant community hub, housing Council supported services along with social enterprises, government agencies and local businesses. The site will offer opportunities to engage local people, organisations and businesses to collaborate and actively participate in tackling social challenges, while stimulating the economy. DDA-compliant toilets will be installed at the site.

**PROJECT OUTCOME**

Capitalise on the training, jobs and economic benefits expected to be realised by the reforms through: the attraction of new disability and aged care and related service providers to Playford; and the facilitation of support for existing disability and aged care and related service providers to optimise their services to align with the consumer-driven environments created by the NDIS and My Aged Care (MAC) reforms.

Ensure members of the community have access to relevant information and services to enable them to access appropriate disability and/or aged care services, jobs and training opportunities within Playford as service providers move to a consumer-driven environment created by the NDIS and MAC reforms.

Ensure disability, aged care and related service providers have access to relevant information and services available within and across Playford to enable them to provide disability and aged care services, jobs and training to Playford residents aligned with the consumer-driven environments created by the NDIS and MAC reforms.

Optimise the use of Council assets available for disability, aged care and related services aligned with the consumer-driven environments created by the NDIS and MAC reform.

**THE LAST QUARTER**

**Highlights**

Moving Forward Foundation Skills Course: Uniting SA continues to run on Tuesdays at the Precinct. Career Jumpstart Sessions have run for two terms to support and educate people with disabilities to fulfil their potential in a safe, fun and informal environment. This has been a collaboration with Lee Norsworthy and Job Prospects. Course 1 had 12 participants with nine completing the full term. Course 2 had nine participants with six completing the full term. Part of this course included mock interviews, guest speakers and job skills development.

We have engaged local Aboriginal artist Scott Rathman to facilitate a community project, bringing vibrancy and culture to the Precinct. This partnership brings improved street appeal through murals on the buildings and community workshops that will connect people with Aboriginal culture through art. South Sudanese Equatorians Community Association of SA has signed an MOU to rejuvenate the community gardens. Part of their involvement will incorporate monthly community workshops facilitated by members of their association with the aim to increase knowledge of other cultures and foods from around the world.

Large site clean up has been undertaken removing rubbish, preparing buildings for hire and bringing the site up to scratch.

Site beautification and landscaping has been completed around the Healthy Food Co cafe area which has greatly improved the street appeal and safety of the area.

The cafe enterprise pilot at the site has successfully supported 12 people with disabilities to undertake hospitality training and now move on to other opportunities as a result. The cafe will continue to run at the site supported by Community Development Volunteers and will offer opportunities for Playford NDIS participants and other parts of the community to work and train as the project develops.

**Issues and counter-measures**

The project requires support from other areas of council to ensure it is meeting its objectives, is safe and accessible. Interim work has been carried out with a further scoping workshop being undertaken shortly. WHS has completed a recent inspection which will be shared with the project group.

Transportables are not available for tenancing as there are further upgrades required but no budget assigned. It is important that the site does not become a cheap rental option for businesses who could afford facilities elsewhere. Work is being done to engage community organisations who offer diverse services to the community at large.

**MILESTONES**

Quarter 1	Quarter 2	Quarter 3	Quarter 4
Capital upgrades to Main Hall completed.	Healthy Food Co relocation to The Precinct Capital upgrades to Cafe completed ACE training commenced on site Home Assist relocated into Business Centre Cafe commences operation Men's Shed relocated to The Precinct	Disability Hospitality training commenced One transportable tenanted Community garden project commenced Official opening with Community Market	Further transportable tenanted
✓	✘	✘	✘

**SENIOR MANAGER**

Rachel Emmott

**PROJECT**  
**BUSINESS CONTINUITY - PHONE, TOUCHPOINT AND WEBCHAT**

**Smart Strategy Program**  
 1. Smart Service Delivery

**Strategic Outcome**  
 1.2. Improved service delivery

**Project Description**  
 This project will migrate the existing physical phone system to a cloud-based system allowing Council to run the contact centre from any physical location across the state, to mitigate any risks to our service delivery during emergency events such as fires and floods. It will ensure increased customer satisfaction and a more resilient service level.

**PROJECT OUTCOME**

Migration of the physical phone system to a cloud-based system, to increase customer satisfaction.

**THE LAST QUARTER**

**Highlights**

This quarter the Webchat component of TouchPoint went live. It launched on 27th June and so far has been well utilised by customers. In the first week, we received 60 chats; the average wait time was 16 seconds and the average chat time was 7:50mins. The team looks forward to continuing to see this channel grow and evolve over time.

**Issues and counter-measures**

Webchat was launched a month later than we had originally hoped for. This was due to systems needing to be upgraded, relying on external contractors for training and also the web development took longer than we had originally expected.

**MILESTONES**

2017/18 Outcome	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Budget for purchase	Pre-work required to ensure an implementation for phone calls only in Q2.	Installation and training for Touchpoint system, for phone call related channel management.	Installation of the Webchat component of the omni channel management, and associated staff training.	Refinement of reporting to enhance 'first call resolution' measurement for the customer.
	✓	✓	✗	✓

**SENIOR MANAGER**

Gareth Dunne

<b>PROJECT</b> <b>ICT MINOR WORKS</b>	
<b>Smart Strategy Program</b> 1. Smart Service Delivery	
<b>Strategic Outcome</b>	

**Project Description**  
 This includes additional capital for the provision of new computer hardware to support the operations of Council's service delivery.

**PROJECT OUTCOME**

Provision of computer hardware to support organisational growth.

**THE LAST QUARTER**

**Highlights**

No provisions made in this quarter.

**Issues and counter-measures**

Nil

**MILESTONES**

Quarter 1	Quarter 2	Quarter 3	Quarter 4
Dependant on organisational growth	Dependant on organisational growth	Dependant on organisational growth	Dependant on organisational growth
✓	✓	✓	✓

**SENIOR MANAGER**

Shayan De Silva

<b>PROJECT</b> <b>SMART WORKING PROGRAM</b>
<b>Smart Strategy Program</b> 1. Smart Service Delivery
<b>Strategic Outcome</b> 1.4 Working smarter with our community

**Project Description**  
The Program was created to transform operations within targeted City of Playford business areas. The objective is to achieve efficiencies and a more customer focused council through the creation of a customer-centric website, re-engineered operational processes, mobility and digitisation.

**PROJECT OUTCOME**

A council which is better prepared to proactively service and respond to the needs of its customers.

**THE LAST QUARTER**

**Highlights**

The Digital Customer Interface

- Commencement of Pathway customer record data integrity project to support improved data accuracy and enable more streamlined customer sign in to online services
- Continuation of detailed planning for customer portal

Field Staff Mobility

Key Milestone reached, with vendor being selected to enter into a Discovery Phase to assess whether the preferred solution is a viable mobile work order solution.

**Issues and counter-measures**

Nil

**MILESTONES**

Quarter 1	Quarter 2	Quarter 3	Quarter 4
Implement upgrade to Council online service Undertake an in depth review of operational processes and redesigned practices in preparation for field team members to undertake work on mobile devices.	Implementation of the new corporate website and content management system Continuation of review of operational processes and practices in preparation for field team members to undertake work on mobile devices.	Implementation of customer portal Continuation of review of operational processes and practices, in preparation for building and testing new processes and practices into chosen software platform, allowing field team members to undertake work on mobile devices	Digitise identified customer facing transactions Continuation of review of operational processes and practices, in preparation for building and testing new processes and practices into chosen software platform, allowing field team members to undertake work on mobile devices
✓	✓	✓	✓

**SENIOR MANAGER**

Tracy Adams

## Smart Living Program

The Smart Living Program is about Council playing its part to make the City more liveable and more connected. This means that 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. This also means ensuring our community has access to smart technologies that further add to their quality of life.



### Outcomes

- 2.1 Smart development and urban renewal
- 2.2 Enhanced city presentation, community pride and reputation
- 2.3 Liveable neighbourhoods

The following section gives an update on the status of strategic or capital projects being undertaken as well as an update on the services that are undertaken in support of this Program.

The following **service** is currently undertaken in support of the Smart Living Program:

Development Services
Stormwater Network

The following **projects** are undertaken in support of Smart Living Program 2:

Angle Vale Community Sports Centre – Female Change Rooms
City-wide Smart City Infrastructure
City-wide Stormwater Management Planning
Curtis Road Investigation
DDA Program
Deed Delivery & Infrastructure Design for Playford Growth Areas
Footpath Upgrade Program
GEP Stormwater Trunk Outfall BBRF Bid
Gig City
Growing Council's Recycled Water Business
Kalara Reserve Clubrooms (home of Andrews Farm Soccer Club)
Outstanding Liabilities – Developer Funded Assets
Playford Alive – Crittenden Road Bridge Crossing
Playford Alive
Playford Gateway Concept Planning
Playford Sports Precinct (Shared path, park furniture, signage)
Public Lighting Upgrade
Road Safety Audits
Road Upgrade Program – Non-growth Areas
Road Upgrade Program Roads to Recovery and Supplementary Local Roads

Rural Road Sealing Program
School and Pedestrian Crossing Facilities
Sport and Recreation Minor Works
Virginia Main Street

## SERVICE DEVELOPMENT SERVICES

### COMMUNITY OUTCOME

Responsive services that facilitate safe and desired city development by assessing development, providing advice and ensuring that development is compliant

#### Strategic Outcome

2.2 Enhanced City presentation, community pride and reputation; 2.3 Liveable neighbourhoods; 4.3. Greater housing choice; 4.5. Commercial growth; 5.1. Enhanced community pride and reputation

### Community Measures

#### Outcome

Safe buildings and structures for the community

#### Measure

Twelve month running average of required compliance rate inspections

#### Target

66%

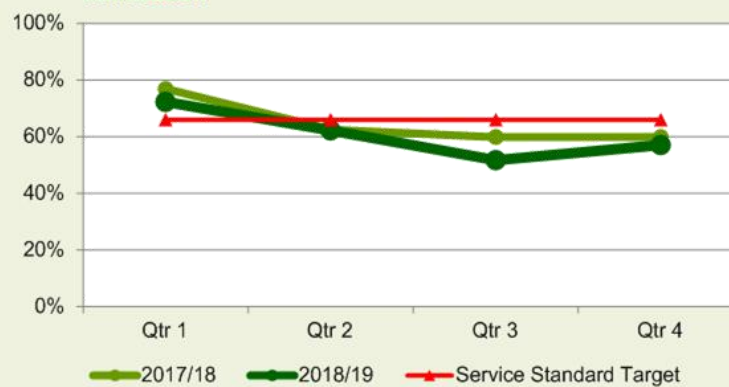
#### Result

57.07%

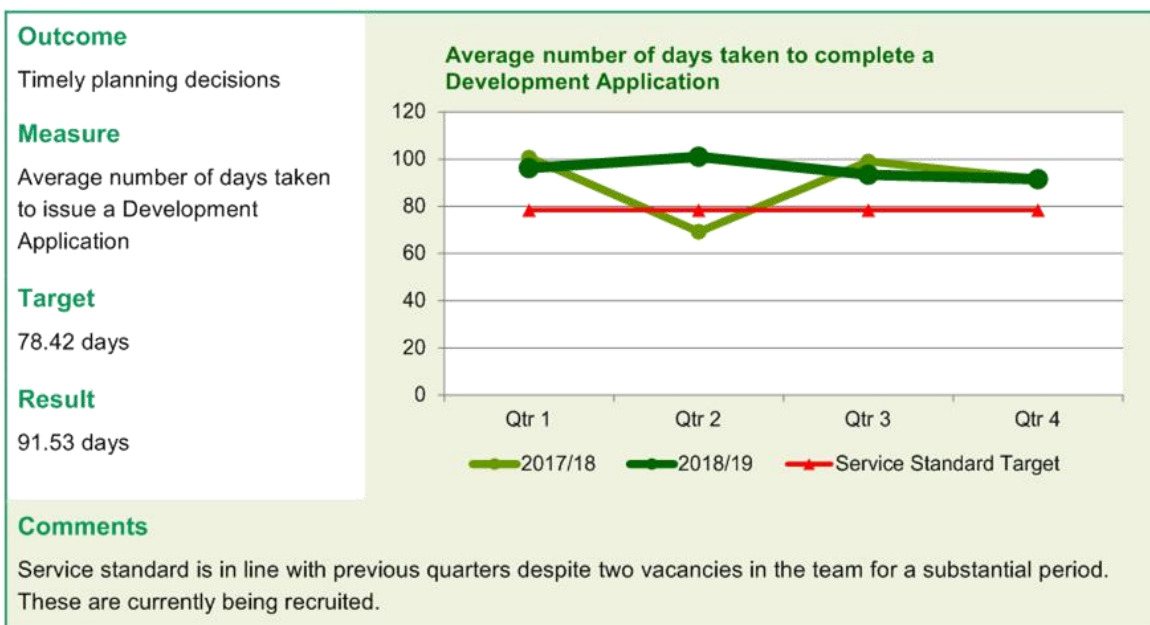
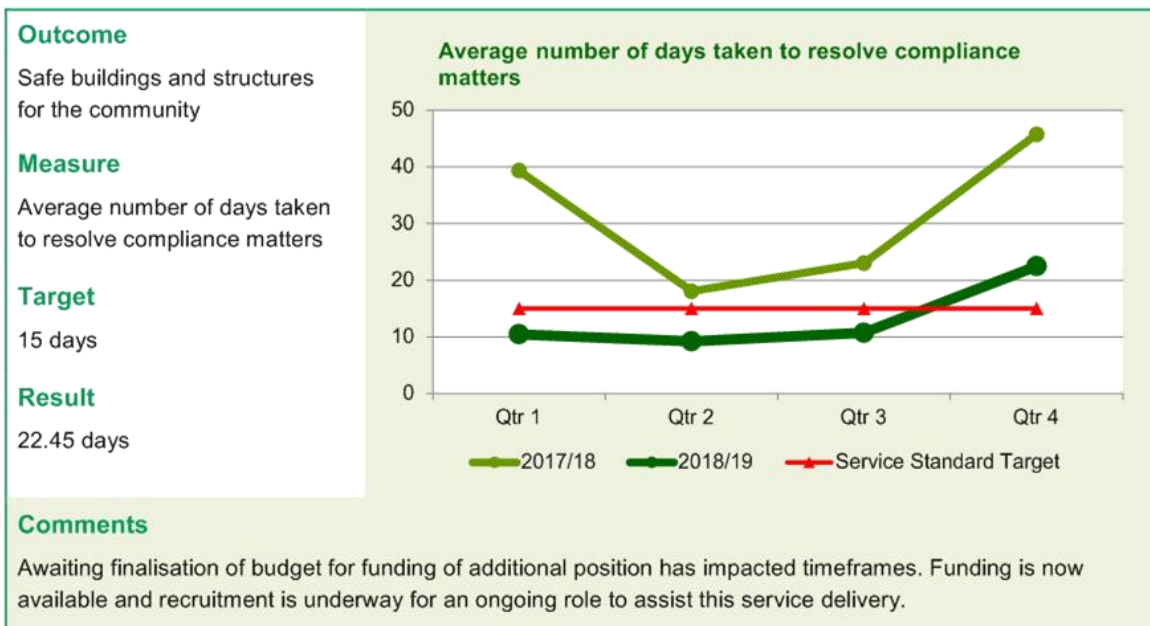
#### Comments

Team has been providing additional support to the compliance and planning realms due to their vacancies and workloads to assist Development Services as a whole.

Class 1a Audit Inspections carried out per inspection notification







Senior Manager **Derek Langman**

## SERVICE STORMWATER NETWORK

### COMMUNITY OUTCOME

The stormwater network provides for the collection and transportation of stormwater throughout the City of Playford. Maintenance of the network mitigates the risk of flooding to properties; prevents localised flooding and property damage.

#### Strategic Outcome

1.1. High quality services and amenities; 2.2. Enhanced city presentation, community pride and reputation

### Community Measures

#### Outcome

Fit for purpose stormwater network

#### Measure

Percentage of work orders within priority time frame

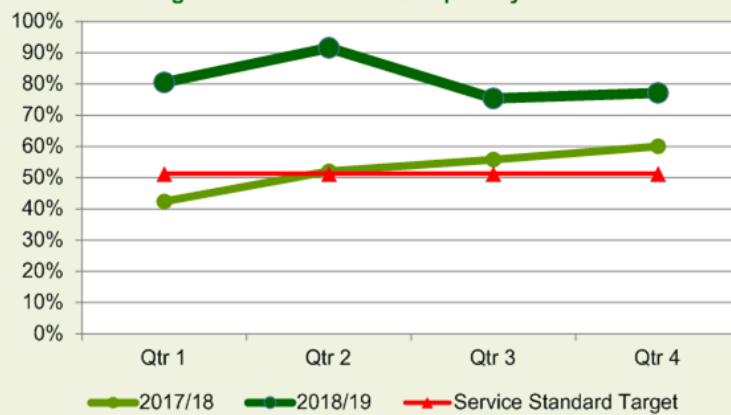
#### Target

51.26%

#### Result

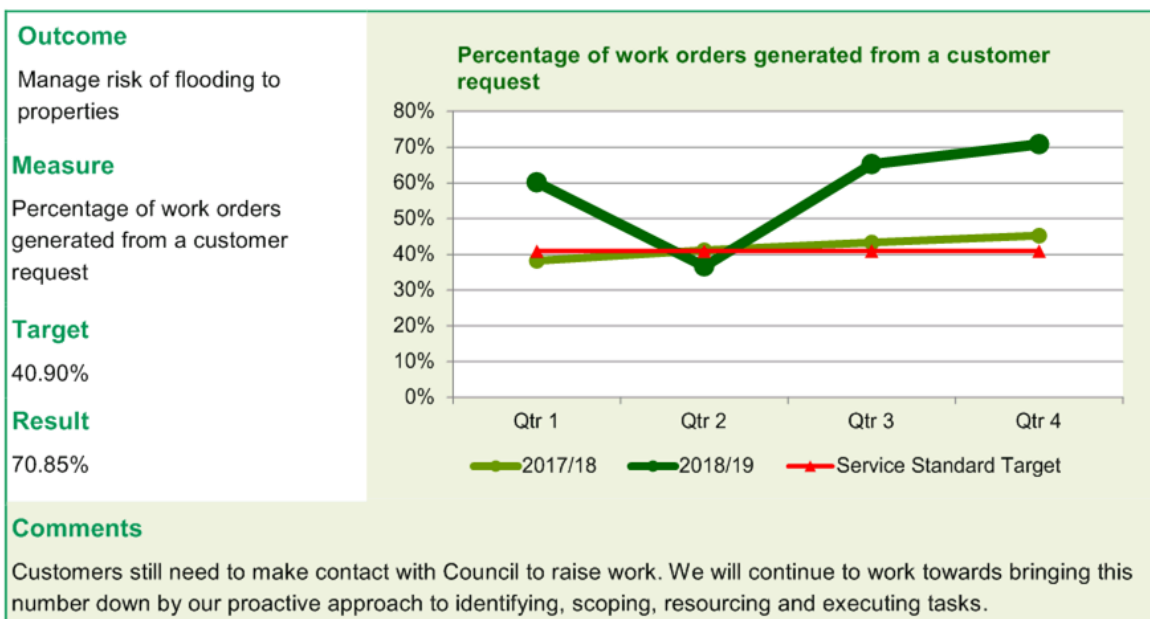
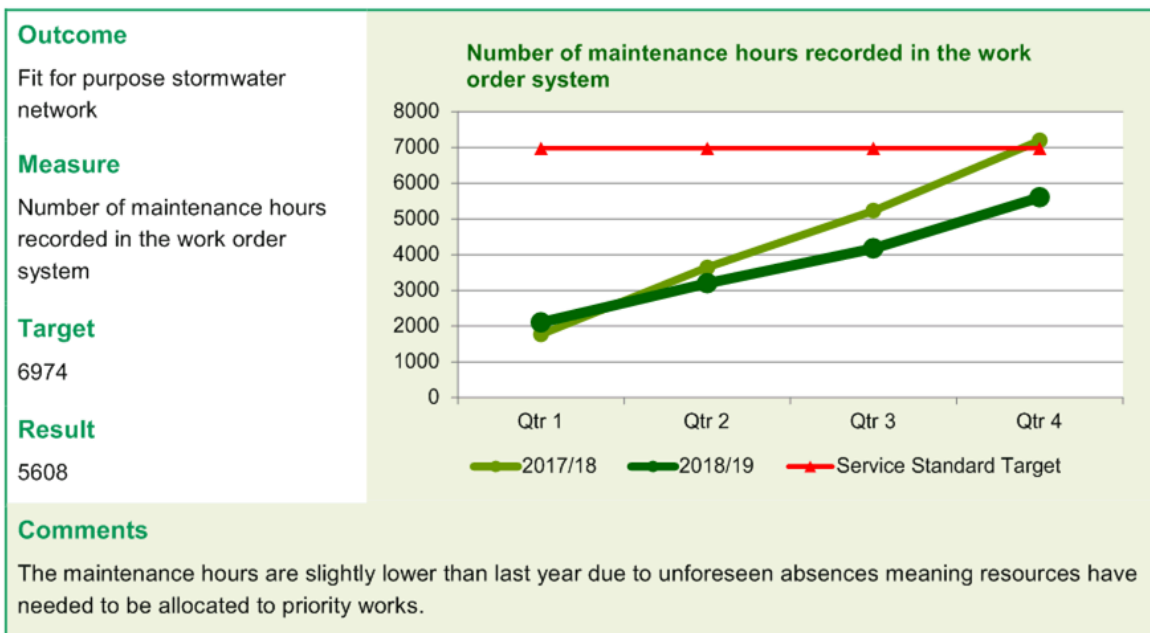
77.12%

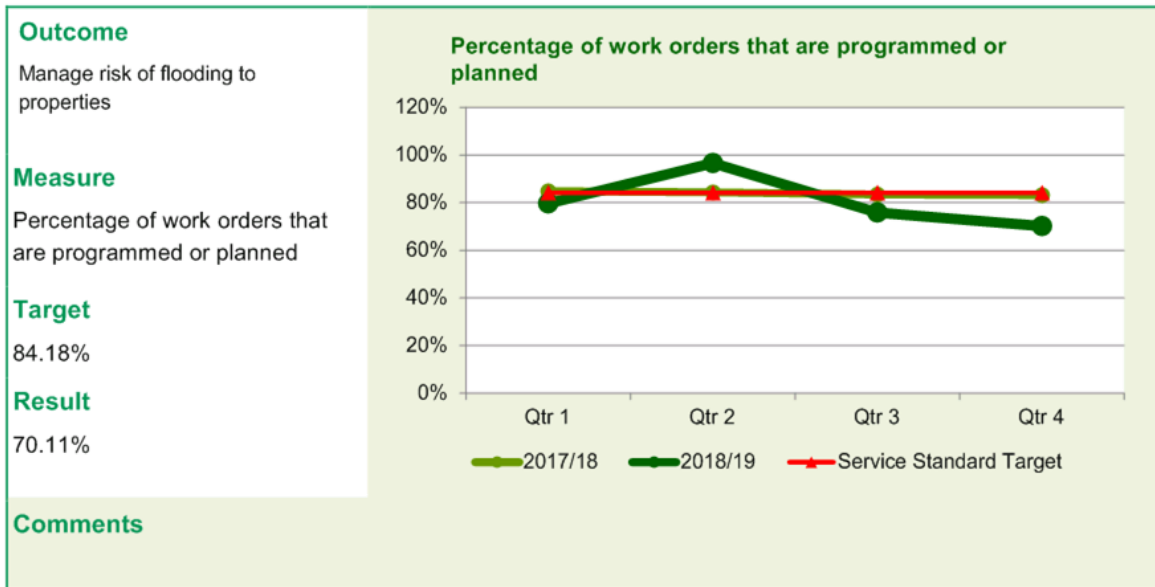
Percentage of work orders within priority time frame



#### Comments

Seventy seven percent of works were completed as planned in the given timeframes and performance is above target.





Senior Manager **Andy Slager**

**PROJECT**  
**ANGLE VALE COMMUNITY SPORTS CENTRE - FEMALE CHANGE ROOMS**

**Smart Strategy Program**  
 1. Smart Service Delivery

**Strategic Outcome**  
 2.3. Liveable neighbourhoods

**Project Description**  
 This project will deliver change rooms to service the existing netball courts and planned junior oval at Angle Vale Community Sports Centre

**PROJECT OUTCOME**

New change rooms to facilitate female participation in sport and recreation.

**THE LAST QUARTER**

**Highlights**

Building works have been delayed due to the building contractor, UNique Urban Built was placed in liquidation on 9 April 2019. Estimated 85% of building works are completed. Council took possession of the site from the liquidator, PKF Adelaide, on 9 May 2019 and reviewed the project delivery options. Preferred delivery option to complete construction works is to appoint a building contractor. Public tender to appoint a new building contractor to complete the remaining works, commenced on 25 June 2019 and will end on 17 July 2019. Practical completion will be delayed until the end of September 2019.

**Issues and counter-measures**

To minimise risk, Council will retender the building contract and appoint a new building contractor to complete the project. All stakeholders have been informed of the project delay. The increase in building cost and additional costs due to legal, site facilities etc will be covered by the project contingency.

**MILESTONES**

2017/18 Outcome	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Finalised detailed design	Commence construction	Continue construction	Achieve practical completion	Defects liability period
	✘	✔	✘	✘

**SENIOR MANAGER**

Fred Pinxteren

<b>PROJECT</b> <b>CITY-WIDE SMART CITY INFRASTRUCTURE</b>
<b>Smart Strategy Program</b> 2. Smart Living
<b>Strategic Outcome</b> 2.1. Smart development and urban renewal

**Project Description**  
 This project supports Council's Smart City, Connected Community Strategy. The development and implementation of key infrastructure projects will be undertaken based on community engagement and alignment of other capital works projects such as the expansion of 10 Giga Bit Playford, Public Wi-Fi, Smart City Lab and other projects highlighted in the Smart City Framework.

**PROJECT OUTCOME**

Smart City enabling infrastructure will be installed at strategic locations across the city.

**THE LAST QUARTER**

**Highlights**

The project is now complete and has been handed over to Stretton Centre for its operation.

**Issues and counter-measures**

Nil

**MILESTONES**

Quarter 1	Quarter 2	Quarter 3	Quarter 4
Physical and digital infrastructure audit begins. Complete tender process and preferred supplier selection.	IoT LoRaWan network implementation	Installation of different IoT sensors at Fremont Park and Playford Town Park	Report development and handover to operations
✓	✓	✓	✓

**SENIOR MANAGER**

Lilly Bukva

**PROJECT**  
**CITY-WIDE STORMWATER MANAGEMENT PLANNING**

**Smart Strategy Program**

2. Smart Living

**Strategic Outcome**

2.1. Smart development and urban renewal

**Project Description**

This project involves the development of three stormwater management plans (SMPs) for each of the City's catchments:

- Smith Creek
- Adams Creek and Helps Road Drain
- Greater Edinburgh Parks and St Kilda

The SMPs will be developed to provide a comprehensive program of works and identify trigger points necessary to facilitate City growth, enhance the environment and reduce risk of flooding.

**PROJECT OUTCOME**

Draft SMP documents for all three catchments by 30 June 2019.

**THE LAST QUARTER**

**Highlights**

Draft Stormwater Management Plans have been completed for Greater Edinburgh Parks/St Kilda catchment and for Smith Creek catchment.

**Issues and counter-measures**

The Adams Creek and Helps Road Drain catchment SMP progress is stalled due to a delay in information from the Smith Creek consultant. Work will proceed as fast as practical in 2019/20.

**MILESTONES**

Quarter 1	Quarter 2	Quarter 3	Quarter 4
Ongoing development of Stormwater management strategies	Ongoing development of Stormwater management strategies	Stormwater management strategies developed	Draft SMP documents for all 3 catchments by 30 June 2019.
✓	✓	✓	✗

**SENIOR MANAGER**

Dale Welsh

**PROJECT**  
**CURTIS ROAD INVESTIGATION**

**Smart Strategy Program**  
 2. Smart Living

**Strategic Outcome**  
 2.3. Livable neighbourhoods

**Project Description**  
 This project involves the preparation of information to support Council's application to the Local Roads Advisory Committee (LRAC)

**PROJECT OUTCOME**

To undertake traffic analysis and prepare information to support the reclassification of Curtis Road from a local road to an arterial road.

**THE LAST QUARTER**

**Highlights**

Curtis Road duplication cost estimates have been completed. The addendum report to support the submission to the LRAC has been completed

**Issues and counter-measures**

Nil

**MILESTONES**

Quarter 1	Quarter 2	Quarter 3	Quarter 4
	1. Traffic information of Curtis Road (Latest Traffic counts and traffic data) has been undertaken and completed.	1. Road asset value of Curtis Road (current value and annual depreciation) information report has been produced. 2. The estimated cost to duplicate Curtis Road has been completed by the consultant. 3. Traffic analysis and strategy for road upgrade has been undertaken internally. 5. Road(s) exchange proposal assessment has been completed internally.	The addendum report that includes the proposal for a road exchange has been prepared in preparation for the July Ordinary Council Meeting.
	✓	✓	✓

**SENIOR MANAGER**

Dale Welsh



<p><b>PROJECT</b> <b>DDA PROGRAM</b></p>
<p><b>Smart Strategy Program</b> 2. Smart Living</p>
<p><b>Strategic Outcome</b> 2.3. Liveable neighbourhoods</p>
<p><b>Project Description</b> Councils are legally required to progressively upgrade their infrastructure to ensure that 100% of all bus stops are DDA compliant by December 2022. This project will allow for a further 50-60 bus stop pads annually to be updated to DDA compliance, which keeps Council on track to reach 100% compliance by 2022. DDA reactionary work will also be undertaken.</p>

**PROJECT OUTCOME**

This project will ensure that bus stops within the City of Playford have either a concrete DDA compliant pad or all weather pad in rural areas in accordance with the 2022 deadline. This program will also further compliment the DDA compliance of Council's streets, with non-compliant pram ramps being upgraded in unison with Council's renewal program.

**THE LAST QUARTER**

**Highlights**

All bus pads have now been completed. There was an additional bus pad requested by DPTI to support a bus route change, this has also been completed.

**Issues and counter-measures**

Nil

**MILESTONES**

Quarter 1	Quarter 2	Quarter 3	Quarter 4
Scoping undertaking and costing of remaining pads and non-compliant pram ramps associated with the renewal program.	Construction commencement	Construction continuation	Construction completion for the year.
✓	✓	✓	✓

**SENIOR MANAGER**

Paul Alberton

<p><b>PROJECT</b></p> <p><b>DEED DELIVERY &amp; INFRASTRUCTURE DESIGN FOR PLAYFORD GROWTH AREAS</b></p> <p><b>Smart Strategy Program</b></p> <p>2. Smart Living</p> <p><b>Strategic Outcome</b></p> <p>2.1. Smart development and urban renewal</p>
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<p><b>Project Description</b></p> <p>As part of the 30-year Plan for Greater Adelaide, land known as the Playford Growth Areas was rezoned to permit residential and associated non-residential development. Council is required to undertake detailed and complex work to understand the nature and impact of flooding in the Council area and devise appropriate mitigation strategies. Those strategies will result in the preparation of Stormwater Management Plans (SMPs). This work is being undertaken in conjunction with landowners as they will ultimately sign on to Final Stormwater Deeds for the Growth Areas to replace existing interim deeds. The final deeds will outline the financial and works-in-kind contributions required for land parcels to be developed in the Growth Areas.</p>
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## PROJECT OUTCOME

Following the completion of SMPs, this project will deliver Final Stormwater Deeds for Landholders and Council. The Final Deeds will establish the framework for the design and implementation of key pieces of infrastructure to unlock all of the Growth Areas for development into the future.

## THE LAST QUARTER

### Highlights

**Angle Vale North (AVN):** Strong development demand continues in Angle Vale North and SA Water has commenced design of a reticulated sewerage system. The allocation of funding in the Annual Business Plan has enabled the commencement of SMP drainage projects in Chivell Road and Heaslip Road which will facilitate further land division and housing development. Refinement of regional stormwater infrastructure costings and drafting of the Final Deed has continued and should be resolved by the end of September 2019 subject to completion of further modelling.

**Angle Vale South (AVS):** AVS is also experiencing strong development demand necessitating further minor changes to the SMP. Refinement of regional stormwater infrastructure costings and drafting of the Final Deed has continued and should be resolved by the end of September 2019. The allocation of funding in the Annual Business Plan has enabled the commencement of the SMP Broadacres Drive drainage project which will be a key enabler for further land division and housing development south of Angle Vale Road.

**Playford North Extension West (PNEW):** Development growth in PNEW remains isolated to one or two sites and land owner interest is subdued. The finalisation of the NEXY western swale concept design has identified a number of design issues which are being resolved before engaging further with DPTI. In turn this required work has delayed land owner engagement.

**Playford North Extension East (PNEE):** Council's consultants have finalised the North Lakes Golf Course design and the cut-off drain design in the ElectraNet corridor and Nosworthy Road which have been presented to the PNEE Landowners Committee. Council is considering comments and feedback, and will have the designs finalised and costed. The Stebonheath Road culvert drainage feasibility has been finalised and is proceeding to concept design and costing. The resolution of these key infrastructure components presents a significant step forward and an overall per hectare rate will shortly be set and discussed with landowners. The SMP can then be finalised.

**Virginia:** Resolution of the ability to correlate Virginia Growth Area flow rates with parameters identified in the Smith Creek Regional SMP is yet to occur. Once resolved, a concept design and costing of the Supple Road drain, which will be a key piece of infrastructure for the Virginia Growth Area will be made.

**Issues and counter-measures**

Delays with external consultants finalising work on the Smith Creek Regional SMP continues to frustrate progress in Virginia. Angle Vale North and South are nearing completion and the SMPs, costings and Final Deed drafting will shortly be completed. Landowner engagement in relation to AVS and PNEE should commence in September and October 2019. The delay finalising AVN due to the Government project is unavoidable but the additional stormwater modelling should be completed by the end of August 2019.

**MILESTONES**

2017/18 Outcome	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Progress all Growth Area SMPs and Draft Deeds with a view to minimise long term financial impact to Council, facilitate orderly and economic development and secure safe, efficient and effective stormwater infrastructure solutions to cater for future growth	AVN flood levee concepts finalised and SMP updated. AVS external infrastructure concept finalised and costed. PNEE SMP preferred option and modelling presentation to DPTI for in-principle agreement PNEE investigation into alternate options (Golf course / ElectraNet easement / Nosworthy Road drain & swale / Policy Area 21 constraints) Virginia: Liaison with CoP Strategy & Policy regarding Smith Creek capacity and integration of CoP Regional SMPs with the Virginia Growth Area SMP	AVN SMP and infrastructure costings finalisation Angle Vale North Landowner and Developer engagement with Final SMP and financial model for cost sharing. Commence drafting of Final Deed for Angle Vale North Angle Vale South SMP finalised PNEE agreement with DPTI regarding parameters for future development, asset protection and maintenance costs regarding NEXY drainage system and preferred option Final SMP PNEE revised concept design finalised (Golfcourse / ElectraNet easement / Nosworthy Road drain & swale / Policy Area 21 constraints) PNEE golf course preferred option and modelling finalised and internal CoP consultation undertaken and costings finalised Virginia SMP scope completed and consultants engaged to undertake Smith Creek / Supple Road concept feasibility (vs McEvoy Road)	AVN final deed signatures obtained AVS landowner and developer engagement with final SMP and financial model for cost sharing AVS final deed drafted PNEE MOU / Infrastructure Agreement with DPTI completed PNEE SMP Completed PNEE SMP concept finalisation and decision on appropriate direction for SMP given complexities of developing in this area. Preferred concept for utilisation of golf course finalised and consultation with all stakeholders finalised Virginia SMP external infrastructure concepts and feasibility determined and costs for external infrastructure determined	AVN Growth Area Project finalised. AVS final deed signatures obtained. PNEE final deed drafted and stakeholder consultation completed PNEE SMP finalised Virginia SMP incorporating external works updated and SMP finalisation ready for stakeholder engagement and cost share modelling
	✓	✓	✗	✗

**SENIOR MANAGER**

Derek Langman

<b>PROJECT</b> <b>FOOTPATH UPGRADE PROGRAM</b>
<b>Smart Strategy Program</b> 2. Smart Living
<b>Strategic Outcome</b> 2.3. Livable neighbourhoods

**Project Description**  
This ongoing program incorporates the old Missing Links Program, new footpaths, footpaths to be upgraded and shared path requirements identified in the City of Playford Cycling and Walking Strategy. The present rate of funding achieves construction of approximately 4.5km annually, subject to widths and construction types.

**PROJECT OUTCOME**

This project will deliver new paved footpaths at various locations throughout the city. The new infrastructure will allow pedestrians and cyclists to travel safely on the footpaths and shared use paths in lieu of walking on the road carriageway.

**THE LAST QUARTER**

**Highlights**

Smith Creek Linear Path has been completed, with this path now extending from Main North Road to Yorktown Road. New paths were also installed to resolve a number of 'Missing Links'.

**Issues and counter-measures**

Nil

**MILESTONES**

Quarter 1	Quarter 2	Quarter 3	Quarter 4
Review all prioritised proposed paths to ascertain delivery in 2018/2019	Scope paths and have them costed to enable construction commencements	Continue construction	Finalise construction
✓	✓	✓	✓

**SENIOR MANAGER**

Paul Alberton

<b>PROJECT</b> <b>GEP STORMWATER TRUNK OUTFALL BBRF BID</b>  Smart Strategy Program 2. Smart Living  <b>Strategic Outcome</b> 2.1. Smart development and urban renewal
<b>Project Description</b> The project will deliver a 16 m <sup>3</sup> /s capacity drain from Port Wakefield Road to an ocean outfall near St Kilda, and provide the ability to re-zone portions of Greater Edinburgh Parks land for industrial development. A Building Better Regions Fund (BBRF) grant application was made in December 2017 to contribute to the costs of this project.

**PROJECT OUTCOME**

The Greater Edinburgh Parks precinct catchment has virtually no drainage infrastructure at present. The locality has been identified in the 30 Year Plan for Greater Adelaide as future employment lands (around 40,000 jobs). This will require a comprehensive regional drainage scheme. This project will see the delivery of the main stormwater trunk infrastructure that will facilitate the rezoning of the area for employment lands.

**THE LAST QUARTER**

**Highlights**

Late in the financial year the Department of Defence indicated that they "broadly support" the proposed new outfall route through their Radar Road site, subject to satisfying concerns. Initial discussions about design revision have commenced.

**Issues and counter-measures**

The revised drainage alignment requires further design work to be undertaken. An analysis of property rights acquisition is also required.

**MILESTONES**

Quarter 1	Quarter 2	Quarter 3	Quarter 4
Identify outcome of December 2017 BBRF application and 2018 RGF application	Revise Concept Design to reduce the cost and working with the City of Salisbury on funding and Department of Defence on property rights.	Obtain works licence for outfall drain from Department of Defence, formally agree on funding model with City of Salisbury and commence revision of preliminary design	Secure agreement in principle for path through Department of Defence Land.
✓	✓	✗	✓

**SENIOR MANAGER**

Dale Welsh

<b>PROJECT</b> <b>GIG CITY</b>
<b>Smart Strategy Program</b> 2. Smart Living
<b>Strategic Outcome</b> 2.1. Smart development and urban renewal

**Project Description**  
Gig City is a superfast network connecting innovation precincts across the State. In addition to a connection to the Stretton Centre, the Northern Sound System (NSS) and the Advanced Materials Precinct have been approved to be connected as innovation precincts. To maximise these connections the sites must be curated to be able to support and develop the use of these networks.

**PROJECT OUTCOME**

Gig City, a 10gig network, is expanded to Northern Sound System and the Advanced Materials Precinct.

**THE LAST QUARTER**

**Highlights**

This project has been finalised.

**Issues and counter-measures**

Nil

**MILESTONES**

Quarter 1	Quarter 2	Quarter 3	Quarter 4
NSS and Advanced Materials Precinct Gig City Agreements Executed.	NSS and Advanced Materials Precinct Gig City Connections activated and usable.	N/A	N/A
✓	✓		

**SENIOR MANAGER**

Lilly Bukva

**PROJECT**  
**GROWING COUNCIL'S RECYCLED WATER BUSINESS**

**Smart Strategy Program**  
 1. Smart Service Delivery

**Strategic Outcome**  
 2.1. Smart development and urban renewal

**Project Description**  
 This project will enable Council to secure water sources for all existing customers, expand its commercial business and potentially supply recycled water to other reserves within Council and future external customers across the Managed Aquifer Recharge (MAR) scheme.

**PROJECT OUTCOME**

Secure groundwater and recycled water for the existing customers and grow the business by supplying recycled water to newly identified internal / external sites (total of 18 new sites).

**THE LAST QUARTER**

**Highlights**

Electrical cabinets for Yorktown, Ridley & Lucy Well have been completed. New Lucy T2 Well was drilled. Ridley irrigation site was decommissioned and a new tank installed at Ridley and Olive Grove. New pipeline was extended to Blue Tongue Reserve in Blakeview – New Customer.

**Issues and counter-measures**

Nil

**MILESTONES**

Quarter 1	Quarter 2	Quarter 3	Quarter 4
Complete mechanical site drawings and associated brief for pricing purposes. Drill new T1 (shallowest Tertiary aquifer) well at Yorktown site.	Complete electrical drawings with Sage Automation. Tank base at Olive Grove site, and award mechanical, electrical and civil works to contractor.	Tank constructed at Olive Grove. New T2 (second underlying Tertiary aquifer) Well drilled at Lucy Reserve and all associated piping and electrical infrastructure connected into the existing Samuel Street pump station. Customer connection to all 18 sites and approx 6km of new pipe work within the Playford community	New tanks and irrigation pump stations at Ridley Reserve to be operational. Yorktown T1 well to be connected into existing pump station and be fully operational
✓	✓	✓	✓

**SENIOR MANAGER**

Jonathan Roberts

**PROJECT**  
**KALARA RESERVE CLUBROOMS**  
**(HOME OF ANDREWS FARM SOCCER CLUB)**

**Smart Strategy Program**  
 2. Smart Living

**Strategic Outcome**  
 2.3. Liveable neighbourhoods

**Project Description**

This project will upgrade the existing facilities at Kalara Reserve, home to Andrews Farm Soccer Club. In addition to Asset Management Plan improvements this funding will assist in upgrading the kitchen, the installation of a new DDA-compliant toilet and construction of a new storage shed.

**PROJECT OUTCOME**  
 Upgrade of existing facilities at Kalara Reserve.

**THE LAST QUARTER**  
**Highlights**  
 The 6x6 metres storage shed is completed along with concrete slab, surrounding paths and concrete apron, electrical fittings including lighting and general purpose outlets, stormwater connections and lock cylinders to match main club building.  
 The new kitchen fit-out is also completed and has been handed over to the club for use which included new cabinets, double sink, hand basin, wall tiling, vinyl flooring, commercial range hood, electrical fittings, grease arrestor, 900mm commercial stove and a commercial double deep fryer.  
 The only outstanding item is the delivery of the DDA compliant access provision which will commence when the club has completed their transition into the new kitchen/canteen.

**Issues and counter-measures**  
 The main issue with the project was the consultation with the club and their lack of responses to emails which caused issues with delivering the services on time. E.g. gas

**MILESTONES**

Quarter 1	Quarter 2	Quarter 3	Quarter 4
Proposed design has been completed with consultation with club.	Contractor engaged to undertake works has been completed. Council staff undertaking the fit-out of kitchen which is 60% complete. New storage shed to be installed in readiness for upcoming winter season.	Construction approaching completion	N/A
✓	✓	✓	✓

**SENIOR MANAGER**  
 Jonathan Roberts



**PROJECT**  
**OUTSTANDING LIABILITIES - DEVELOPER FUNDED ASSETS**

**Smart Strategy Program**  
 1. Smart Service Delivery

**Strategic Outcome**  
 2.1. Smart development and urban renewal

**Project Description**  
 This project will complete the installation of outstanding assets in new development areas by delivering 6km of new concrete and block pave footpaths.

**PROJECT OUTCOME**

Installation of new footpaths within the Broadmeadows Estate (Rosewood Grove).

**THE LAST QUARTER**

**Highlights**

Bressington Drive's design has been completed and construction will commence in late August following tendering processes. Construction was completed on Rosewood Grove.

**Issues and counter-measures**

Nil

**MILESTONES**

Quarter 1	Quarter 2	Quarter 3	Quarter 4
Scoping and timing definition	No works	Undertake construction works	No works, project completed
✓	✘	✘	✓

**SENIOR MANAGER**

Derek Langman

<b>PROJECT</b> <b>PLAYFORD ALIVE - CRITTENDEN ROAD BRIDGE CROSSING</b>
<b>Smart Strategy Program</b> 2. Smart Living
<b>Strategic Outcome</b> 2.3. Liveable neighbourhoods
<b>Project Description</b> This project will complete the connection between Andrews Farm and Smithfield Plains following an existing road reserve alignment across Smith Creek, and will provide improved accessibility for the community to access services in the locality.

**PROJECT OUTCOME**  
 To deliver on the approved Playford Alive Master Plan and Council Annual Business Plan as funded.

**THE LAST QUARTER**  
**Highlights**  
 Construction tender and evaluation were completed. The contractor was appointed with works to commence in July 2019.

**Issues and counter-measures**  
 Issue relates to delay in going out to tender post Council report and Council commitment to proceed. As a result, works were not commenced in time to meet our original timeline. However a civil contractor has now been signed and works will commence in July 2019. A four month build time is expected depending on weather conditions.

**MILESTONES**

Quarter 1	Quarter 2	Quarter 3	Quarter 4
Detailed design phase commencement	Detailed design phase completion and public tender for construction	Construction commencement	Construction completion
✓	✗	✗	✗

**SENIOR MANAGER**  
 Fred Pinxteren

**PROJECT**  
**PLAYFORD ALIVE**

**Smart Strategy Program**  
2. Smart Living

**Strategic Outcome**  
2.3. Liveable neighbourhoods

**Project Description**  
The Playford Alive Urban Renewal Project will continue to deliver public realm works in association with Renewal SA staged development works in the critical mass areas. These works will provide improved streetscapes, footpaths, verge treatments, street trees and Council reserve upgrades in Precinct 2, including the completion of Webster Reserve.

**PROJECT OUTCOME**

To complete planned works as per Renewal SA construction schedule.

**THE LAST QUARTER**

**Highlights**

Webster Reserve detailed documentation is completed. Tender for construction is planned to go out in July 2019. Following tender evaluation, construction is foreseen to commence in September 2019. All other streetscape works associated with Renewal SA were completed.

**Issues and counter-measures**

Nil

**MILESTONES**

2017/18 Outcome	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Complete concept plans for Webster Reserve before proceeding to detailed design with construction to commence and be completed in this year, along with all other streetscape works (as described above) subject to market conditions.	Concept Design for Webster Rreserve	Commence detailed designs for Webster Reserve and scope out other streetscape works depending on dwelling construction completions.	Commence Webster Reserve construction and other streetscape works subject to residential dwelling construction completions.	Complete Webster Reserve construction and other streetscpae works subject to residential dwelling construction completions.
	✓	✓	✓	✓

**SENIOR MANAGER**

Fred Pinxteren

<b>PROJECT</b> <b>PLAYFORD GATEWAY CONCEPT PLANNING</b>
<b>Smart Strategy Program</b> 2. Smart Living
<b>Strategic Outcome</b> 1.1. High quality services and amenities; 1.3. Working smarter with our community; 1.4. Enhanced City presentation, community pride and reputation; 2.1. Smart development and urban renewal; 2.2. Enhanced City presentation, community pride and reputation
<b>Project Description</b> The project undertakes planning to vastly improve the appearance of the former 'windbreak' areas along Main North Road through new good quality landscaping and funds the development through new commercial and residential development, primarily in areas accessible to service roads.

**PROJECT OUTCOME**

The project should in the medium-to-long term help to lift the image of the City, and provide new employment opportunities. In the short term the desired outcome will be that Council will approve the concept plans prepared by Jensen Plus, approve commencement of community engagement and, dependent on the timing of Council approval, finalise the community engagement.

**THE LAST QUARTER****Highlights**

This project has been put on hold and is awaiting further decision. It was broadly discussed at a Financial Strategy Day with Council.

**Issues and counter-measures**

Nil

**MILESTONES**

2017/18 Outcome	Quarter 1	Quarter 2	Quarter 3	Quarter 4
2017/2018 Outcome – completed Concept Planning for the Gateway corridor	Project on hold pending elections	Undertake / or commence undertaking tender process to engage consultant.	Brief new Council on the Concept Planning, report to Council in order to obtain approval for the concept plans as a basis for consultation and obtain approval for consultation.	Finalise consultation if possible (dependent on the timing of Council / reporting and approval)
	✓	✗	✗	✗

**SENIOR MANAGER**

Dale Welsh

<p><b>PROJECT</b> <b>PUBLIC LIGHTING UPGRADE</b></p>
<p><b>Smart Strategy Program</b> 1. Smart Service Delivery</p>
<p><b>Strategic Outcome</b> 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</p>
<p><b>Project Description</b> In conjunction with the Road Safety Audit and Local Area Traffic Management Plans, the existing public lighting may require upgrade. This is an ongoing program of works which allows for proactive and reactive lighting upgrades where required.</p>

**PROJECT OUTCOME**

Upgrade or remove the public lighting where road safety concerns are identified.

**THE LAST QUARTER**

**Highlights**

Brief was sent to consultants. Preferred consultant was selected to carry out works. Road Safety Lighting audits are currently underway. Draft report is expected by September 2019. Remaining funds will be rolled over for detailed design and construction where identified.

**Issues and counter-measures**

Nil

**MILESTONES**

Quarter 1	Quarter 2	Quarter 3	Quarter 4
As part of reactive lighting upgrade requests on Bubner Road (Angle Vale) investigate and engage with SAPN for a lighting design	Engage a qualified lighting engineer to assess the public lighting upgrading needs. Engage with SAPN for design and construction	Engage a qualified lighting engineer to assess the public lighting upgrading needs Engage with SAPN for design and construction	Engage a qualified lighting engineer to assess the public lighting upgrading needs Engage with SAPN for design and construction
✓	✓	✗	✓

**SENIOR MANAGER**

Derek Langman

<p><b>PROJECT</b> <b>ROAD SAFETY AUDITS (RSA)</b></p> <p><b>Smart Strategy Program</b> 1. Smart Service Delivery; 2. Smart Living</p> <p><b>Strategic Outcome</b> 1.1. High quality services and amenities; 1.2. Improved service delivery; 2.2. Enhanced City presentation, community pride and reputation</p>
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**Project Description**

This project will provide Council with the appropriate data for managing our road safety risks and identify high risk locations for motorists and pedestrians. A number of Road Safety Audits on both urban and rural roads will be undertaken in the City based on road crash history and traffic count data.

**PROJECT OUTCOME**

Audits will be used to determine road infrastructure improvements, maintenance and road safety requirements across priority areas in the city. Additional capital or asset management funds can be identified to deliver infrastructure upgrades and subsequently improve safety for the community

**THE LAST QUARTER**

**Highlights**

First stage was completed. Consultant was re-engaged for a second stage of audit that is now completed.

**Issues and counter-measures**

Nil

**MILESTONES**

Quarter 1	Quarter 2	Quarter 3	Quarter 4
<p>Desktop reviews on urban and rural road network.</p> <p>Identification of a list of RSA road links:</p> <ul style="list-style-type: none"> <li>Gawler One Tree Hill Road, Uley Road to Humbug Scrub Road, One Tree Hill</li> <li>Medlow Road, full length, Uleybury</li> <li>Kinkaid Road/ Willison Road, Midway Road to Black Top Road, Hillbank/Gould Creek</li> <li>One Tree Hill Road, Shillabeer Road to Hannaford Hump Road, Gould Creek</li> <li>Kettering Road/Hogarth Road, full length, Elizabeth South/Elizabeth Grove</li> <li>Midway Road, Main North Road to Yorktown Road, Elizabeth Park</li> </ul>	<p>Engage a qualified road safety auditor and undertake RSA study.</p> <ul style="list-style-type: none"> <li>Gawler One Tree Hill Road, Uley Road to Humbug Scrub Road</li> <li>Kinkaid Road, Midway Road to Black Top Road, Hillbank</li> <li>Medlow Road, full length, Uleybury</li> </ul>	<p>Engage a qualified road safety auditor and undertake RSA study.</p> <ul style="list-style-type: none"> <li>One Tree Hill Road, Shillabeer Road to Hannaford Hump Road, Gould Creek</li> <li>Kettering Road/ Hogarth Road, full length, Elizabeth South/ Elizabeth Grove</li> <li>Midway Road, Main North Road to Yorktown Road, Elizabeth Park</li> </ul>	<p>Complete RSA studies and review all to determine both maintenance and road safety requirements, providing guidance for future budgeting for infrastructure.</p>
✓	✓	✗	✓

**SENIOR MANAGER**

Derek Langman

<p><b>PROJECT</b>  <b>ROAD UPGRADE PROGRAM - BLACK SPOT</b></p>
<p><b>Smart Strategy Program</b>                  2. Smart Living</p>
<p><b>Strategic Outcome</b>                  2.2. Enhanced City presentation, community pride and reputation</p>
<p><b>Project Description</b>                  The overall Road Upgrade Program progressively upgrades roads impacted by urban development, as well as provides for the installation of traffic safety devices and signage on a prioritised basis across the City. The priority Black Spot locations for 2018/19 include Robert/ King Road and Ryan/Tozer Road intersections..</p>

**PROJECT OUTCOME**

Undertake design and construction of both Ryan/Tozer Road and Robert/King Road intersections.

**THE LAST QUARTER**

**Highlights**

Design has continued, with construction tenders having been received. The project is currently awaiting property negotiations to conclude prior to engaging the preferred contractors.

**Issues and counter-measures**

As part of the concept stage, it was identified that both intersections had stobie poles requiring relocation to minimise land acquisition. At detailed design stage the stobie pole relocation was costed which resulted in a substantial cost increase compared to preliminary estimate. This resulted in a re-design and the need for property acquisitions to occur, which have caused delays to this project. The new completion date is forecasted for late October.

**MILESTONES**

Quarter 1	Quarter 2	Quarter 3	Quarter 4
Undertake tendering for the provision of design services	Complete design for construction purposes	Undertake tendering for the construction of both intersections	Complete construction
✓	✗	✗	✓

**SENIOR MANAGER**

Paul Alberton

**PROJECT**  
**ROAD UPGRADE PROGRAM - NON-GROWTH AREAS**

**Smart Strategy Program**  
 1. Smart Service Delivery; 2. Smart Living

**Strategic Outcome**  
 1.1. High quality services and amenities; 1.2. Improved service delivery; 1.3. Working smarter with our community; 2.1. Smart development and urban renewal; 2.2. Enhanced City presentation, community pride and reputation; 2.3. Livable neighbourhoods

**Project Description**  
 The program will design and deliver various traffic calming devices as per current technical guidelines, eg, traffic islands, traffic signs, line markings, speed humps, school zones, footpath/pram ramps and minor intersection changes. It will also deliver new street lighting where new traffic calming devices are proposed or road safety concerns are identified.

**PROJECT OUTCOME**

Provide infrastructure for our community to enable safe travel, traffic calming, on-street car parking controls and improved lighting within the local network.

**THE LAST QUARTER**

**Highlights**

Funds were transferred for Johns Road and Taylors Road and intersections design work to facilitate road train access. Traffic count survey was completed.  
 Remaining 20% of budget will be rolled over for design and installation, to improve road safety along footpath and Sheedy Road. Public consultation will be completed in July with installation to follow.

**Issues and counter-measures**

Nil

**MILESTONES**

Quarter 1	Quarter 2	Quarter 3	Quarter 4
Traffic calming devices design: a 30% of concept design for Chellaston Road is completed. Based on residents' requests and proactive monitoring by the Traffic Team, investigate and implement traffic management interventions where appropriate.	Undertake public consultation for the community in Munno Para West to identify existing local traffic issues and initiate a possible local area traffic management study. Based on daily basis traffic requests, review and implement traffic management interventions where appropriate.	Based on daily basis traffic requests, review and implement traffic management interventions where appropriate.	Based on daily basis traffic requests, review and implement traffic management interventions where appropriate
✓	✗	✗	✓

**SENIOR MANAGER**

Derek Langman



**PROJECT**  
**ROAD UPGRADE PROGRAM - ROADS TO RECOVERY AND SUPPLEMENTARY LOCAL ROADS**

**Smart Strategy Program**  
 2. Smart Living

**Strategic Outcome**  
 2.1. Smart development and urban renewal; 2.2. Enhanced City presentation, community pride and reputation

**Project Description**  
 The Road Upgrade Program progressively upgrades roads impacted by urban development, as well as providing for the installation of traffic safety devices and signage on a prioritised basis across the city. For 2018/19 the priority roads in this category are Brandis and Valiant Roads which will be delivered over two financial years.

Brandis Road and Valiant Road construction commenced in 2017/2018 and during that time, additional funding under the Roads Recovery Program has been made available to Council. That additional funding was directed to upgrade Olive Grove so the community may benefit from a wider road network upgrade to match the progressive urban and modern residential development in this vicinity.

**PROJECT OUTCOME**

To improve the level of service for all road users with newly constructed underground stormwater network, new kerbs and footpaths, new road seals, lighting and compliant kerb ramps and bus pads.

**THE LAST QUARTER**

**Highlights**

Construction of Brandis Road/Olive Grove/Valiant Street has achieved practical completion.

**Issues and counter-measures**

Nil

**MILESTONES**

2017/18 Outcome	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Design documentation completion for the construction of Brandis Road, Olive Grove and Valiant Road upgrade project.	Contractor engagement to complete the works	Construction commencement	Construction underway	Construction completion
	✓	✓	✓	✓

**SENIOR MANAGER**

Paul Alberton

<b>PROJECT</b> <b>RURAL ROAD SEALING PROGRAM</b>
<b>Smart Strategy Program</b> 2. Smart Living
<b>Strategic Outcome</b> 2.2. Enhanced City presentation, community pride and reputation
<b>Project Description</b> This ongoing project will meet the needs of present and future growth of rural areas of the City. Each year this includes the design and construction of unsealed roads/sections of road as identified on the rural road sealing priority list.

**PROJECT OUTCOME**

The road included in 2018/19 is Bassnet Road in Humbug Scrub.

**THE LAST QUARTER**

**Highlights**

A new Rural Road Sealing Policy has been drafted and will be considered by Council at the July Ordinary Council Meeting.

**Issues and counter-measures**

Once Council makes a decision on the new Rural Road Sealing Policy it will be determine the approach to the program of work.

**MILESTONES**

Quarter 1	Quarter 2	Quarter 3	Quarter 4
Undertake Native Vegetation consultation and application process. Issue construction drawings for tendering.	Commence construction of Bassnet Road. Design to be finalised, and issued for construction tendering.	The schedule (4 year period) to undertake detailed design and construction of unsealed rural roads, based on economic benefits and merits is currently being prepared and will be sent to Council for approval soon.	A new Rural Road Sealing Policy endorsed by Council.
✓	✗	✗	✗

**SENIOR MANAGER**

Dale Welsh

**PROJECT**  
**SCHOOL AND PEDESTRIAN CROSSING FACILITIES**

**Smart Strategy Program**  
 1. Smart Service Delivery

**Strategic Outcome**  
 2.3. Liveable neighbourhoods

**Project Description**  
 This project will deliver signalised facilities such as koala and wombat crossings dependent on the identified need.

**PROJECT OUTCOME**

This project will deliver an upgrade of existing pedestrian crossings to Koala Crossings. The crossings being upgraded in 2018/19 will be President Avenue and adjacent to Fremont High School.

**THE LAST QUARTER**

**Highlights**

A new emu crossing was installed at Elizabeth Vale Primary School on Davidson Road. A contractor was engaged to install a new Koala Crossing at Playford International College on Crockerton Road.

**Issues and counter-measures**

Nil

**MILESTONES**

Quarter 1	Quarter 2	Quarter 3	Quarter 4
Undertake a review of the two sites to understand site constraints	Engage design consultant to work through detailed design	Engage a civil contractor to undertake the works	Supervise and ensure that construction occurs as designed
✓	✓	✗	✓

**SENIOR MANAGER**

Paul Alberton

<b>PROJECT</b> <b>SPORT AND RECREATION MINOR WORKS</b>	
<b>Smart Strategy Program</b> 2. Smart Living	
<b>Strategic Outcome</b> 2.3. Liveable neighbourhoods	
<b>Project Description</b> This project will enable Council to respond to requests for minor improvements to our sporting clubs and sportsgrounds, and deliver four to five small infrastructure projects such as back stop nets and shelters	

**PROJECT OUTCOME**

The proposed works include additional softball/baseball backstop nets at Ridley Park, and a new shed within Ridley Reserve.

**THE LAST QUARTER**

**Highlights**

All works identified for construction have been completed.

**Issues and counter-measures**

Nil

**MILESTONES**

Quarter 1	Quarter 2	Quarter 3	Quarter 4
Undertake tendering of works for construction purposes	Undertake construction	Complete construction	N/A
✓	✓	✓	

**SENIOR MANAGER**

Paul Alberton

<b>PROJECT</b> <b>STORMWATER MINOR WORKS</b>
<b>Smart Strategy Program</b> 2. Smart Living
<b>Strategic Outcome</b> 2.3. Liveable neighbourhoods
<b>Project Description</b> This project will address nuisance problems with stormwater at Quintrell Road and Andrews Road. Pipes, culverts and swale drains will be installed at the identified sites, as well as drainage solutions that solve the problem at each site and restore the service to an acceptable level.

**PROJECT OUTCOME**

The project will address nuisance problems with stormwater across the City of Playford.

**THE LAST QUARTER**

- Quintrell Road: Detailed design was completed and physical works tenders were received.
- Andrews Road: Professional services work was commissioned for preparation of Environmental Management Plan (EMP) and detailed design. EMP work is underway.
- 302 Womma Road: The physical works were substantially completed.

**Issues and counter-measures**

Quintrell Road: contract award is yet to occur. Funds will be carried forward to allow completion in 2019/20.

Andrews Road: design not yet complete. Funds to be carried forward to 2019/20. Cost estimate will be revised once detailed design is complete.

**MILESTONES**

Quarter 1	Quarter 2	Quarter 3	Quarter 4
Agree on easements for drainage paths.	Complete the detailed design and tender the physical works contracts.	Complete the detailed design and tender the physical works contracts.	Commission the new drainage systems and settle property matters.
✘	✘	✘	✘

**SENIOR MANAGER**

Dale Welsh

<p><b>PROJECT</b> <b>VIRGINIA MAIN STREET</b></p> <p><b>Smart Strategy Program</b> 2. Smart Living</p> <p><b>Strategic Outcome</b> 2.1. Smart development and urban renewal; 2.2. Enhanced City presentation, community pride and reputation</p>
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**Project Description**  
This project will improve the pedestrian environment on Virginia Main Street by providing improved/safer footpaths, addressing localised drainage issues and uplifting the overall appearance and function of the street. Community and external stakeholder engagement will be involved in the delivery of this project.

**PROJECT OUTCOME**

To deliver a safe and welcoming pedestrian environment that encourages town centre vibrancy and provides a supportive business environment.

**THE LAST QUARTER**

**Highlights**

Council's application for undergrounding of the power lines received approval from the Power Lines Environment Committee (PLEC). The value of these works is \$2.63M. Two-thirds of the cost is to be funded by PLEC and one-third by Council.

**Issues and counter-measures**

Engagement with the community was pushed back to wait for an outcome of Council's application to underground the power lines. Engagement will now commence in the first quarter of the 2019/20 financial year.

**MILESTONES**

Quarter 1	Quarter 2	Quarter 3	Quarter 4
Hold internal stakeholder workshop Prepare Project Scope document Establish internal Steering Committee and Project Team	Engage consultants to undertake community engagement and refinement of the concept plan.	N/A	Undertake engagement planning and commence engagement with the community.
✓	✓		✓

**SENIOR MANAGER**

Dale Welsh

## Smart Jobs and Education Program

Our Smart Jobs and Education 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 – both in the immediate future as we face the closure of GM Holden and in the longer-term as the local industrial base transitions. This includes providing the right environment for investment and business attraction. It also means connecting our community with the right skills and education it needs to play its part in the transitioning economy.



### Outcomes

- 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

The following section gives an update on the status of strategic or capital projects being undertaken as well as an update on the services that are undertaken in support of this Program.

The following **service** is undertaken in support of the Smart Jobs and Education Program:

Business Support and Industry Development

The following **projects** are undertaken in support of the Smart Jobs and Education Program:

Hortex Partnership

Stretton Centre

SERVICE

**BUSINESS SUPPORT AND INDUSTRY DEVELOPMENT**

**COMMUNITY OUTCOME**

Facilitate business and industry development opportunities and liaise with other government and community supported agencies to generate local employment and to help businesses relocate or existing businesses to expand and prosper

**Strategic Outcome**

3.2. Commercial and industrial growth; 3.4. International market connections

**Community Measures**

**Outcome**

Supporting local businesses and developing industry

**Measure**

Number of business support interactions

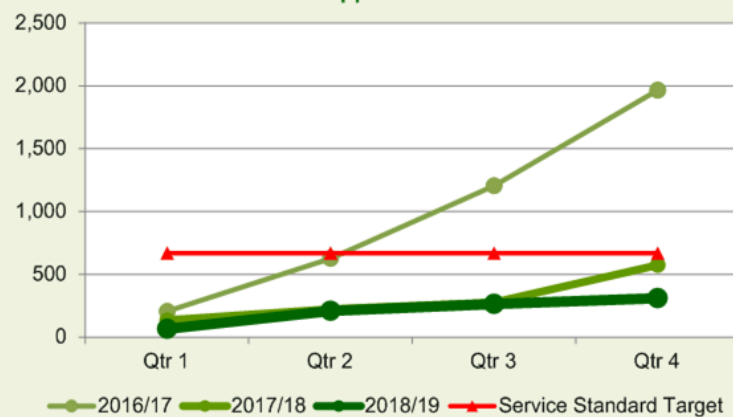
**Target**

668

**Result**

46

**Number of business support interactions**





**Comments**

The Stretton Centre engaged 46 businesses. This assistance included general business support discussions, workshops and training sessions.

The Stretton Centre continues to support the advancement of the local horticulture industry. In this quarter, a consumer facing website [www.northernadelaideplains.com.au](http://www.northernadelaideplains.com.au) has been developed that showcases the region and promotes the Northern Adelaide Plains Food Cluster. The website was launched by the by Hon Tim Whetstone MP, Minister for Primary Industries and Regional Development.

The Stretton Centre continues to be an active player within the Northern Adelaide Plains Food Cluster which brings together a broad range of horticulture industry, value chain and stakeholders.

The Northern Adelaide Plains Food Cluster will play a central role in supporting and leveraging the new website. It's also being used as an effective vehicle to leverage and address horticulture farming opportunities and issues for example addressing regional plastic waste issues.

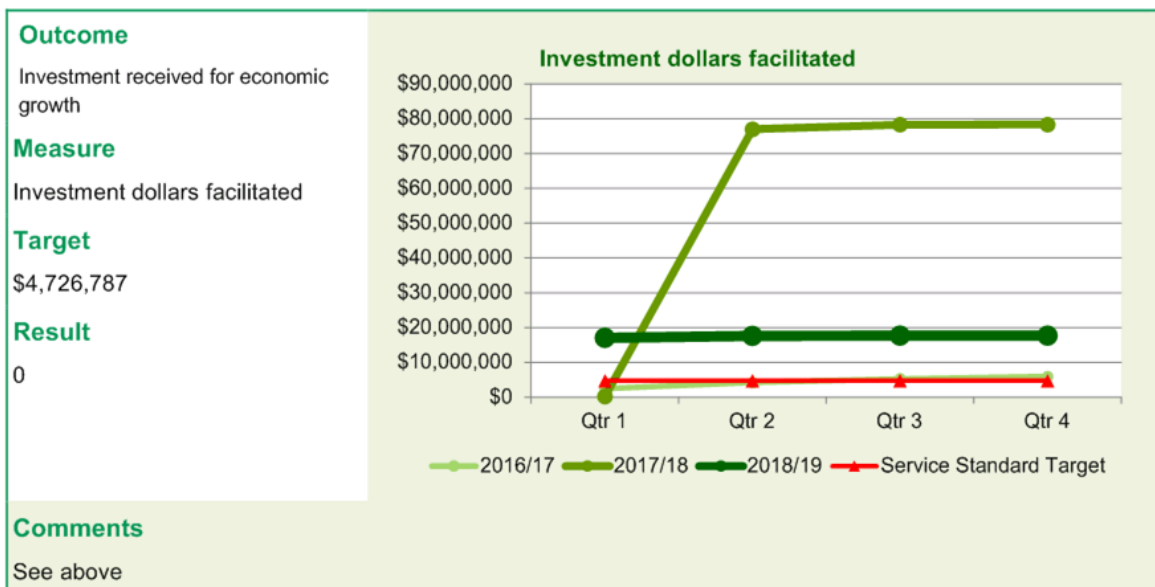
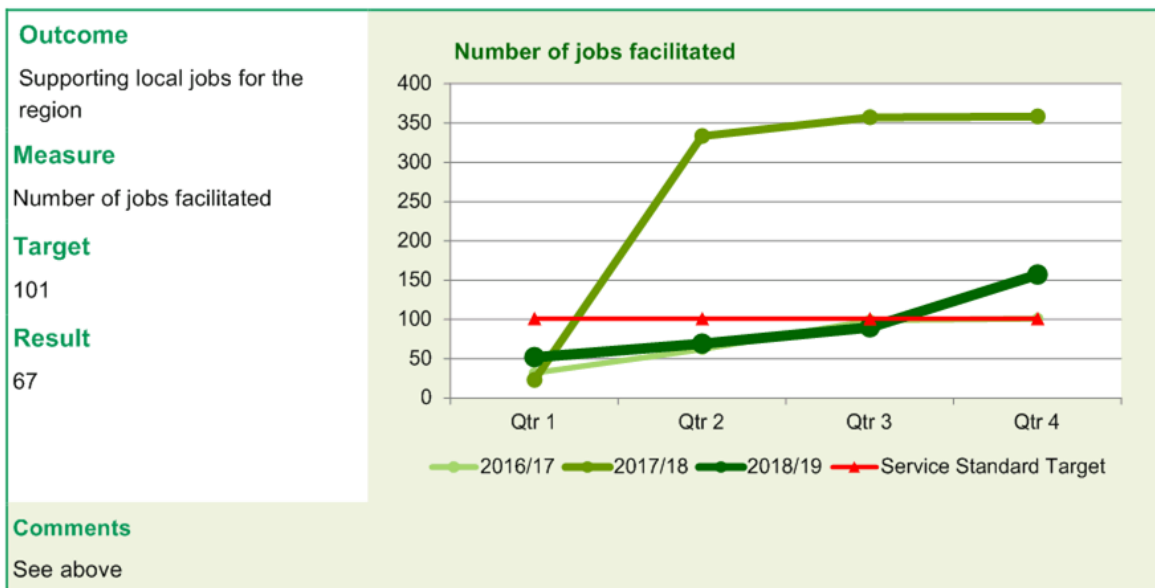
The Stretton Centre, in collaboration with the Don Dunstan Foundation, facilitated the Purpose Business Network North networking event attended by 23 businesses and organisations. This event brought together those interested in growing the social enterprise capacity of the northern suburbs and resulted in the formation of the inaugural Purpose Business Network Board, which met for the first time in July 2019.

The Stretton Centre facilitated an information session, which was attended by 11 businesses, for the South Australian Export Accelerator Grant in partnership with TradeStart and the Department for Trade, Tourism and Investment (DTTI).

As a part of the Young Entrepreneurs Program Pilot, the Stretton Centre held a Rapid Enterprise Development (RED) workshop for local secondary school teachers. The workshop was attended by 15 teachers. They left with the ability to develop an enterprise concept and present the same content to their own classes, providing opportunities for students to develop their entrepreneur skillset. The workshop included the teachers pitching their enterprise ideas to Stretton Centre staff – which included describing their: enterprise; product/ service; how they would deliver the product/ service; customers; indication of market size; and breakeven sales numbers.

The Minister for Innovation and Skills, through the Department for Innovation and Skills provided \$86,000 in funding to the Stretton Centre to deliver the Stretton Connect: NDIS Business Support Program Pilot. With support from program partner National Disability Services, the program has engaged 20 businesses since commencing in August 2018. Local consultants provided mentoring and workshops to support the participants to develop and improve their business models. As at May 2019, the participating businesses collectively created 75 jobs and have seen an increase of 220 clients. A graduation ceremony was held in July 2019 for participants.

Northern Adelaide Jobs Portal posted 1,617 jobs, facilitated approximately 511 job applications and had approximately 22,150 views. Northern Adelaide Jobs has had over 1.7 million views since it commenced in 2016/17. The Stretton Centre currently has 31 co-working businesses and organisations. Since the Stretton Centre co-working commenced, co-workers have created 79 new jobs. This does not include the additional jobs they have created since outgrowing the Stretton Centre.



Senior Manager **Dermot Cussen**

<p><b>PROJECT</b> <b>HORTEX PARTNERSHIP</b></p>
<p><b>Smart Strategy Program</b> 3. Smart Jobs &amp; Education</p>
<p><b>Strategic Outcome</b> 3.3. Sustainable economic transformation; 3.4. International market connections</p>
<p><b>Project Description</b> To support the horticulture industry the City of Playford will lease the Virginia Horticulture Centre to HortEx under a "pepper corn" rent arrangement. Additional funding will be provided to support HortEx in achieving the objectives of the partnership agreement as well as a commitment of additional funding to leverage private, Federal and/or State funding for agreed projects.</p>

**PROJECT OUTCOME**

The City of Playford and HortEx partnership, through active engagement, will strive to drive the development and growth of the Horticultural Industry in the Northern Adelaide Plains by:

- strengthening the representation, marketing and promotion of the industry
- helping the industry to identify, consider and tackle future challenges
- engagement with all sectors of the industry to identifying constraints in the development of the industry and develop solutions to address these constraints
- provision of training and development
- collection and analysis of relevant data to help increase innovative capacity of the industry
- assisting the horticulture sector and other relevant stakeholders to increase innovation and adopt new technologies and address regional knowledge gaps relating to productivity and market access
- strengthening collaboration between the horticulture sector and government
- assisting the industry to improve land and waste management practices and high value add capture opportunities.

**THE LAST QUARTER**

**Highlights**

Hortex has continued to make progress against the agreement and has been a key supporter of the Northern Adelaide Plains Food Cluster. It provided content for the Northern Adelaide Plains Website.

**Issues and counter-measures**

Nil

**MILESTONES**

Quarter 1	Quarter 2	Quarter 3	Quarter 4
Quarterly report submitted	Quarterly report submitted	Quarterly report submitted	Final report to be submitted
✓	✓	✓	✓

**SENIOR MANAGER**

Dermot Cussen

## Smart CBD Program

The Smart CBD Program relates to Council's long term strategy for the re-development 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, specialist health services, a university, major art gallery, significant retail services, medium to high density commercial offices, peak business organisations, the head offices for various organisations and high density housing in the form of multi-storey apartments. Over the next four years the first stages of this longer term plan will be realised.



### Outcomes

- 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

The following section gives an update on the status of strategic or capital projects being undertaken as well as an update on the services that are undertaken in support of this Program

There are currently no **services** undertaken in support of the Smart CBD Program:  
The following **projects** are undertaken in support of the Smart CBD Program:

Creative Industries Precinct
Northern CBD 2017/18

<b>PROJECT</b>	
<b>CREATIVE INDUSTRIES PRECINCT</b>	
<b>Smart Strategy Program</b>	
4. Smart CBD	
<b>Strategic Outcome</b>	
4.2. Growth and diversification of local jobs in the CBD; 4.4 Increased social connections	
<b>Project Description</b>	
This project will build a creative industries youth precinct and live training site to be globally competitive in creating employment pathways through collaboration with industry.	

**PROJECT OUTCOME**

The project will explore the opportunity to engage youth through creative pursuits and create pathways for meaningful training and employment outcomes.

**THE LAST QUARTER**

**Highlights**

During this period the scope and design of a Visual Effects (VFX) collaborative pilot project was undertaken. The pilot continues to experiment with the collaborative partnership approach between Education, Industry and Local Government. Implementation of the new initiative includes engagement between Mark Oliphant College, Northern Sound System and industry partner Technicolor Academy.

This pilot project will provide up to 10 young people with opportunities to participate in a bespoke program delivered alongside a SACE Creative Industries subject.

**Issues and counter-measures**

Nil

**MILESTONES**

Quarter 1	Quarter 2	Quarter 3	Quarter 4
Festival and Event Tech Pilot Complete	N/A	Digital Broadcasting - Podcasting Gaming, VR and App Development	Digital Broadcasting - Podcasting Gaming, VR and App Development
✓		✓	✓

**SENIOR MANAGER**

Dale Welsh

<b>PROJECT</b> <b>NORTHERN CBD</b>
<b>Smart Strategy Program</b> 4. Smart CBD <b>Strategic Outcome</b> 4.2. Growth and diversification of local jobs in the CBD; 4.5. Commercial growth
<b>Project Description</b> Inclusive of: Northern CBD (continuing from 2015/16) Northern CBD Fremont Park Northern CBD Strategic Investigations

**PROJECT OUTCOME**

Grenville Hub: to complete detailed design of the new Grenville Hub and commence construction.

**THE LAST QUARTER**

**Highlights**

Construction tender for Grenville Hub was called for on 10 April and closed on closed on 5 June. Evaluation of tenders continued through month of June in readiness for Council sign off. Appointment of builder will occur in July for construction commencing in August.

**Issues and counter-measures**

Council is attempting to ensure the tenders' value meet allocated budget. The project still awaits final Council sign off through the 2019/20 Annual Business Plan and Budget approval.

**MILESTONES**

2017/18 Outcome	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Prince George Plaza and all service installations completed in preparation for further developments to commence.	Carpark: Continue with construction activity Retail Tenancy: Appoint construction contractor	Carpark: Complete construction and commence operation Retail Tenancy: Commence construction and continue with process to sign second tenant	Retail Tenancy: Continue with Construction and sign contract with Second Tenant	Grenville Hub: Continue with construction.  Retail Tenancy: Complete construction and hand over to tenants for final fit out.
	✓	✓	✗	✗

**SENIOR MANAGER**

Fred Pinxteren

## Smart Sport Program

Council has a long term vision to create the Playford Sports Precinct, a fifty hectare development adjacent to the Elizabeth Regional Centre providing local community, state and national level sports facilities. The Smart Sport Program is about creating a focus on health communities and promoting greater participation in sport and physical activity. It will also support the renewal of adjoining suburbs.

### Outcomes

- 5.1. Enhanced community pride and reputation
- 5.2. Health and socially connected community
- 5.3. Access to elite sporting facilities

The following section gives an update on the status of strategic or capital projects being undertaken as well as an update on the services that are undertaken in support of this Program.

There are currently no **services** undertaken in support of the Smart Sport Program:  
The following **projects** are undertaken in support of the Smart Sport Program:

Playford Sports Precinct (shared path, park furniture, signage)



<b>PROJECT</b> <b>PLAYFORD SPORTS PRECINCT (SHARED PATH, PARK FURNITURE, SIGNAGE)</b>
<b>Smart Strategy Program</b> 2. Smart Living; 5. Smart Sport
<b>Strategic Outcome</b> 2.2. Enhanced City presentation, community pride and reputation; 5.2. Healthy and socially connected community; 5.1. Enhanced community pride and reputation
<b>Project Description</b> <p>This project will deliver a shared path from the Tennis Centre to the Elizabeth Interchange. It also includes the construction of a fitness loop path around Ridley Reserve (the Ridley Loop) which will run along Fairfield Road, Judd Road, Philip Highway and Ridley Road. Park furniture such as bench seats, shelters, drink fountains, bike racks and a fitness station will be installed adjacent to the fitness loop to make the reserve more appealing for active recreation users (group fitness classes, dog walkers etc).</p> <p>The signage component includes the delivery of a signage plan that incorporates facility and wayfinding signage. Delivery will see the renewal of existing and installation of new signs throughout the Sports Precinct.</p>

#### PROJECT OUTCOME

- To transform Ridley Reserve into an active and passive recreation destination
- To provide a walking and cycling link to all facilities within the precinct, from the Elizabeth Interchange to the Playford Tennis Centre
- To improve wayfinding across the Playford Sports Precinct and improve the profile of facilities

#### THE LAST QUARTER

##### Highlights

The Shared Path and Park Furniture component of the project was completed in Quarter 2. The Signage component is being managed as a separate project. Development approval is currently being sought for the new signs.

##### Issues and counter-measures

Nil

#### MILESTONES

2017/18 Outcome	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Finalise detailed design (shared path and park furniture)	Commence construction of the shared path and park furniture	Finalise construction of the shared path and park furniture (practical completion) Commence the Sports Precinct Signage Plan	Install signs	Install signs
	✘	✔	✘	✘

#### SENIOR MANAGER

Fred Pinxteren



## Smart Health Program

In the longer term Playford will see the expansion of the area around the Lyell McEwin Hospital into a key precinct featuring tertiary training, research, allied health facilities and residential accommodation, serving the needs of not only northern Adelaide, but regional areas beyond. The precinct will have potential links to advanced manufacturing of assistive devices in health, aged and disability.

The Smart Health Program is about Council raising the profile and amenity of the precinct and facilitating new investment.

### Outcomes

- 6.1 Access to quality, local health services
- 6.2 Increased employment opportunities in health, disability and aged sectors

The following section gives an update on the status of strategic or capital projects being undertaken as well as an update on the services that are undertaken in support of this Program.

There are currently no **services** undertaken in support of the Smart Health Program:  
The following **project** is undertaken in support of the Smart Health Program:

Lyell McEwin Hospital Strategic Investigations



<b>PROJECT</b> <b>LYELL MCEWIN HOSPITAL STRATEGIC INVESTIGATIONS</b>
<b>Smart Strategy Program</b> 6. Smart Health
<b>Strategic Outcome</b> 6.1. Access to quality, local health services; 6.2. Increased employment opportunities in health disability and aged sectors
<b>Project Description</b> This project will enable the development of facilities, infrastructure and services around the Lyell McEwin Hospital (LMH) featuring tertiary training, research, allied health facilities, private hospital, redeveloped shopping facilities and residential accommodation. Funding will allow for a Development Plan Amendment (DPA) to occur across the precinct to facilitate greater development opportunities.

**PROJECT OUTCOME**

The project will, over the long-term, develop a health precinct of state and potentially national significance with a broad range of facilities serving the northern Adelaide region and beyond. The precinct will increase the already significant range of employment opportunities in the health and allied health fields. The precinct will attract private hospital, research and university facilities.

**THE LAST QUARTER****Highlights**

The tender process for consultants to finalise investigations and to write Health Precinct DPA to rezone additional land for development was completed. The drafting of DPA has commenced. SA Health Executive needs to sign off on agreement to allow small portion of land to be used by Council for a public transport superstop. The proposed call for expressions of interest on the Mark Road land has been deferred until Council has considered its approach to debt management at the Financial Strategy Day in July.

**Issues and counter-measures**

Nil

**MILESTONES**

2017/18 Outcome	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Streetscape and signage concept design for the project was finalised. Work was undertaken on the Master Plan review. Consideration by Council of public consultation of the Master Plan and rezoning were deferred to after the election. The Health Precinct forum was successfully held at SAMRI North terrace. Parking sensor trial in the precinct commenced.	Health Precinct Prospectus finalised. DPTI approval for re-routing of C1 service (to be called J1) and approved location of superstop on Haydown Road. SA Health has also agreed to bus superstop on Haydown Road.	Statement of Intent and report to Council for rezoning of Mark Road land prepared. Mark Road land – preliminary site investigations and tree audit to be undertaken. Negotiations to commence with DPTI to resolve design directions for bus superstop. Parking sensor trial to be completed.	Approval of Statement of Intent by Council and submission to State Planning Commission. Completion of the autonomous bus trial.	Expression of Interest released for the Mark Road land. Prepare parking review for Health Precinct
	✘	✔	✔	✘

**SENIOR MANAGER**

Dale Welsh

## 2018/19 STRATEGIC PROJECTS. QUARTER THREE STATUS SUMMARY

Strategic Projects are fixed-term projects that are undertaken to implement Council's strategic direction. Progress reports against each of the Strategic Projects are included in the main body of this Quarterly Organisational Performance Report. The following status table is provided in line with Council Resolution 1679 (February 2014), and summarises any major variations to the Strategic Projects that have been endorsed by Council to date this year.

Project	Original Strategic Projects Budget Allocation (\$'000)	FY Actuals (\$'000)	Project Report Page	Major Variations this Quarter
City-wide Stormwater Management Planning	(210)	(80)	81	
HortEx Partnership	(75)	(44)	109	
Lyell McEwin Health Precinct Investigations	(120)	(85)	116	
Northern CBD Strategic Investigations	(100)	(311)	-	Nil
Playford Gateway Concept Planning	(100)	(0)	94	
Road Safety Audits	(30)	(40)	96	
Creative Industries Precinct	(104)	(121)	111	
Virginia Main Street Upgrade	-	(7)	104	
Curtis Road Investigation	-	(13)	82	
Portfolio Underspend	N/A	(38)		
<b>TOTAL</b>	<b>(739)</b>	<b>(739)</b>		

During Quarter 4 the main change to the Strategic Projects portfolio was the re-allocation of capital expenses to operating expenses associated with the Northern CBD Strategic Investigations. These included design expenses associated with the Medical Centre, Hotel and Ice Rink.



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# **INFORMAL DISCUSSION**

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**6.1 Service Alignment Update**

**Presenter:** Mr Andrew Nesbitt

**Purpose:** To provide Committee with an update on the Service Alignment process.

**Duration:** 15 minutes

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**CONFIDENTIAL MATTERS**

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**8.1 GRENVILLE HUB - PRUDENTIAL REVIEW UPDATE**

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**

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;
- Acting Senior Manager Finance;
- Acting Senior Manager Strategy and Policy;
- Senior Content and Communications Advisor;
- Senior Manager Corporate Services;
- Senior Manager Major Projects
- Project Manager Major Projects
- Manager Governance;
- Minute Taker;

in order to consider in confidence agenda item 8.1 under Section 90 (3) (b) of the Local Government Act 1999 on the basis that:

(b) information the disclosure of which -

i) could reasonably be expected to confer a commercial advantage on a person with whom the council is conducting, or proposing to conduct, business, or to prejudice the commercial position of the council; and

ii) would, on balance, be contrary to the public interest.

This matter is Confidential because the disclosure of this information could reasonably be expected to be commercially advantageous to the contractor because that party is currently in commercial negotiations with the Council related to this matter, and that party could adjust their bargaining position to the detriment of the Council based on the positions of the Council disclosed in the information).

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 8.1****C. COUNCIL/COMMITTEE TO DECIDE HOW LONG ITEM 8.1 IS TO BE KEPT IN CONFIDENCE****Purpose**

To resolve how long agenda item 8.1 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 8.1 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 8.1
- Attachment(s) for Item 8.1
- Minutes for Item 8.1

This order 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.