NOTICE

of

STRATEGY AND 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

MEMBERS MAY PARTICIPATE BY ELECTRONIC MEANS

ON

TUESDAY, 12 OCTOBER 2021 AT 7:00PM

THIS MEETING WILL ALSO BE VIEWABLE AT
https://www.youtube.com/user/CityOfPlayford

SAM GREEN
CHIEF EXECUTIVE OFFICER
Issue Date: Thursday, 6 October 2021

MEMBERSHIP

DEPUTY MAYOR PETER RENTOULIS – Presiding Member

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

City of Playford
Strategy and Services Committee Meeting

AGENDA
TUESDAY, 12 OCTOBER 2021 AT 7:00PM

1 ATTENDANCE RECORD

1.1 Present

1.2 Apologies

1.3 Not Present

2 CONFIRMATION OF MINUTES

RECOMMENDATION

The Minutes of the Strategy and Services Committee Meeting held 14 September 2021 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 can be delegated to a Committee or Staff but the Council has decided not to delegate them.

5.1 Community Development and Event Grant - 2021/22 Round 1 (Attachments).....6

5.2 Welcoming Cities Membership 29

Matters for Information.

5.3 ICAC Implementation Program - Final Report - October 2021 (Attachments).....36

Matters to be considered by the Committee Only

Matters for Information.

5.4 Strategic Plan Alignment Report October 2021 (Attachment) 55

6 INFORMAL DISCUSSION

Nil

7 INFORMAL ACTIONS

8 CONFIDENTIAL MATTERS

Nil

9 CLOSURE

STAFF REPORTS

MATTERS TO BE CONSIDERED BY THE COMMITTEE AND REFERRED TO COUNCIL

Matters which can be delegated to a Committee or Staff but the Council has decided not to delegate them.

5.1 COMMUNITY DEVELOPMENT AND EVENT GRANT - 2021/22 ROUND 1

Responsible Executive Manager : Ms Tina Hudson

Report Author : Ms Amy Matthews

Delegated Authority : Matters which can be delegated to a Committee or Staff but the Council has decided not to delegate them.

Attachments :

1⇩. Community Development Grant Policy
2⇩. Community Development Grant Procedure
3⇩. Community Development Grant Guidelines
4⇩. Grants Recommended for Funding
5⇩. Grants Not Recommended for Funding

PURPOSE

This report is to provide a summary of the applications for round 1 of the 2021/22 Community Development and Event Grants, and to seek the approval of grants to community organisations.

STAFF RECOMMENDATION

Council approve the provision of funding for Round 1 of the 2021/22 Community Development and Event Grant applications as follows and include an additional condition that activities provided with the funding are to follow all government-directed Covid-19 orders and guidelines while administering their project, program or event:

Applicant	Amount Requested	Amount Recommended
Recommended for funding:		
Angle Vale Football Club	$5,000	$2,000
Northside Boxing Club	$5,000	$5,000
Peniel Free Pentecostal Church	$4,999	$3,331
South Australian Bangladeshi Community Assoc	$2,000	$2,000
Not recommended for funding:		
Community Outreach Centre	$972.02	NIL
Congolese Community of SA	$3,500	NIL
Munno Para Little Athletics Centre	$3,900	NIL
One Culture Football	$5,000	NIL
Playford Athletic Centre	$4,500	NIL
Playford Suicide Prevention Network Inc	$8,200	NIL
United Way SA	$5,000	NIL
	$48,071.02	**$12,331**

EXECUTIVE SUMMARY

The Community Development and Event Grant program encourages and develops local community projects and assists a range of community groups to participate and make a positive contribution to community and cultural life in the City of Playford. The Community Development and Event Grant program has a number of specific eligibility criteria against which applications are assessed (Attachments 1, 2 and 3).

Community Development and Event Grants offer financial support to non-profit community organisations, local groups and incorporated associations and are assessed twice per year by a cross-functional staff panel.

1. BACKGROUND

In accordance with the current Community Development Grant Policy, Procedure and the Community Development and Event Grant Guidelines (Attachments 1, 2 and 3), staff conducted the second round grant assessment process for 2021/22 between July and September 2021.

Applicants were afforded an opportunity to familiarise themselves with the eligibility criteria and grant application process by attending one of three information sessions (one was cancelled due to Covid-19 lockdown) and were invited to contact the Grants Officer at any time while the round was open. The Grants Officer was contacted and provided assistance to 4 groups outside of the information sessions. Of the 4 groups, only Peniel Free Pentecostal Church submitted an application. 1 group wanted to apply but felt that it was too overwhelming in the current Covid-19 climate and were focussing on paying back debt incurred during the Covid closures. The other 2 groups seemed interested in applying but did not submit paperwork.

Council will be adding a condition of funding that all program, projects and community events must adhere to the State and Federal Government's Covid-19 restrictions.

2. RELEVANCE TO STRATEGIC PLAN

Community Theme 3 – Connecting with the community and each other

Community Development Grants provide part-funding for community groups and organisations to deliver locally based events and activities.

3. PUBLIC CONSULTATION

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

4. DISCUSSION

4.1 In accordance with the current guidelines, all of the applications were assessed by a panel of staff consisting of:

- Manager, Community Development;
- Manager, Creative Cultural Development;
- Manager, Sport and Property;
- Finance Partner; and
- Community Grants and Administration Officer.

4.2 Of the 11 applications received, 6 applications were deemed ineligible by the panel and 1 applicant withdrew their application from consideration.

4.3 None of the organisations deemed ineligible contacted the Grants Officer before submitting an application. The availability of the Grants Officer to answer questions and provide guidance during the application process will be reiterated in the feedback to unsuccessful applicants. These measures may assist to minimise the chance of these organisations submitting future ineligible applications. It is an organisation's responsibility to determine whether the Grants Officer's advice is taken into consideration when submitting an application. Each unsuccessful applicant will be given the opportunity to take feedback on board and resubmit an application in a future grant round.

4.4 All 4 applications recommended for funding have revenue below $250,000 annually according to their submitted profit and loss statement.

4.5 The total amount of funding sought and recommended for approval in this round is detailed in the Recommendations (Attachments 4 and 5).

4.6 The total Community Development and Event Grant funding available in this round is $28,500. The staff recommendation would see $12,331 allocated to successful grant recipients leaving $16,169 of underspent funding that will be carried over to the next round scheduled to open in January 2022.

5. OPTIONS

Recommendation

Council approve the provision of funding for Round 1 of the 2021/22 Community Development and Event Grant applications as follows and include an additional condition that activities provided with the funding are to follow all government-directed Covid-19 orders and guidelines while administering their project, program or event:

Applicant	**Amount Requested**	**Amount Recommended**
Recommended for funding:		
Angle Vale Football Club	$5,000	$2,000
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Not recommended for funding:		
Community Outreach Centre	$972.02	NIL
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Munno Para Little Athletics Centre	$3,900	NIL
One Culture Football	$5,000	NIL
Playford Athletic Centre	$4,500	NIL
Playford Suicide Prevention Network Inc	$8,200	NIL
United Way SA	$5,000	NIL
	$48,071.02	**$12,331**

Option 2

Council approve the provision of funding for Round 1 of the 2021/22 Community Development and Event Grant applications as per attachment 1, but with the following amendments:

- _____
- _____
- _____

6. ANALYSIS OF OPTIONS

6.1 Recommendation Analysis

6.1.1 Analysis & Implications of the Recommendation

Applications have been individually assessed by a panel of staff and recommendations made after thorough assessment and analysis against current criteria and guidelines. Where relevant, the expertise of other staff has also been sought.

The recommended applications align with the endorsed 2021 Community Development Grant Policy and Procedure and the Community Development and Event Guidelines (Attachments 1, 2 and 3).

6.1.2 Financial Implications

There are no financial or resource implications as the total amount of funding recommended will be resourced within the current budget.

There is a total of $57,000 allocated to this grant category for the 2021/22 financial year and a maximum amount of $28,500 to this round.

The total amount of funding sought and recommended in the Community Development and Event Grant round, along with the surplus is detailed below. The unspent funding will be carried into the second grant round in the 2021/22 financial year.

Total Budget (current round)	Total Funding Recommended	Budget Deficit / Surplus
$28,500	$12,331	$16,169 surplus

6.2 Option 2 Analysis

6.2.1 Analysis & Implications of Option 2

This option provides Council the opportunity to make amendments to the staff recommendation. However, it should be noted that the staff recommended applications align with the Community Development Grant Policy, Procedure and Guidelines (Attachments 1, 2 and 3).

Any changes to the recommendation would potentially be inconsistent with the policy, procedure and guidelines as applied in this instance.

6.2.2 Financial Implications

Increasing an applicant's funding or including additional recipients could reduce the amount of funding available in the next funding round.

Community Development Grants Policy

Policy Author	General Manager - City Services
Date of next review	May 2024

1. Statement of Intent

The Council is committed to delivering a Community Development grant program that ensures fairness, transparency and consistency when assessing, recommending and approving applications using defined criteria as set out in the guidelines.

The Community Development Grant Program offers financial support to community organisations, groups and associations for projects, events, exhibitions and/or performances which contribute to creating a vibrant and stimulating place for people to live, work or visit. Grants are also offered to individuals who are residents who have made an outstanding achievement in their chosen field of endeavour and young people who find cost a barrier to participating in club or organised sport to encourage sport and social recreation.

2. Scope

This Policy applies to eligible incorporated community groups and individuals. The policy does not to apply to groups who have an annual income of more than $250,000 or to partnerships or sponsorships.

3. Legislation and References

This Policy is to be read in conjunction with the Community Development Grants Procedure.

- *Local Government Act 1999* – Section 137
- *Local Government Act 1999* – Section 7(c) and 7(h)
- City of Playford Strategic Plan
- Community Development and Event Grant Guidelines
- Equipment Grant Guidelines
- Outstanding Achievement Grant Guidelines
- Club Participation Sponsorship Grant Guidelines
- City of Playford Global Glossary

This Policy should not be considered as the only document that may relate to community development grants, other tiers of government, agencies or organisations may have legislation or policies that also apply.

4. Application

Council Members	Ensure the Policy and Procedures are adhered to when endorsing Community Development and Event Grant applications.
Chief Executive Officer	Delegate to appropriate staff to ensure compliance to this policy.
Senior Manager Community Services	Ensure the Policy and associated documents are adhered to in the assessment of the Community Development and Event Grant applications.
Manager Community Development	Ensure the Policy and associated documents are adhered to in the assessment of all City of Playford Community Development Grant applications.
Grants Officer	Implement the Policy and ensure the Policy and associated documents are adhered to in the assessment of all City of Playford Community Development Grant applications.
Manager Sport and Property (or delegate) Manager Finance (or delegate) Manager Creative Cultural Development (or delegate)	Ensure the Policy and associated documents are adhered to in the assessment of the Community Development and Event Grant applications.
Employees	Other employees may be requested to assist the assessment panel on an as needs basis and offer specialised knowledge in relation to a particular topic or applicant.

5. Relevance to Risk Appetite Statement

Financial Sustainability

The City of Playford has a **LOW** appetite for short-term financial risk that adversely impacts on the delivery of the Long Term Financial Plan (LTFP) and the City of Playford's overall financial stability and sustainability, as such this policy will try to enforce consistency on funding allocations and predetermining the maximum amount of funding an organisation can receive per grant application.

Reputation

The City of Playford has a **LOW** appetite for negative perceptions that compromise its credibility and reputation, and as such, this policy outlines the parameters for administering the Community Development Grant Program to ensure it is fair, transparent and consistent.

6. Feedback

Your feedback on this policy is invited and can be directed to the Manager Governance via email to governance@playford.sa.gov.au or by calling the Customer Contact Team on 8256 0333.

Administration use only

ECM document set no.	3948694
Version no.	3
Procedure link	Community Development Grants Procedure
Policy author	General Manager – City Services
Endorsed by	Council
Resolution no.	4535
Legal requirement	N/A
Review schedule	3 Years - per Grant Review Cycle
Date of current version	April 2021
Date of next review	May 2024

Version history

Version no.	Approval date	Approval by	Change
1	17 April 2018	Ordinary Council Resolution No. 3132	New Policy
2	28 May 2019	Ordinary Council Resolution No. 3575	Amended Policy
3	27/4/2021	Ordinary Council Resolution No 4535	Procedural content removed and added to separate procedure. New policy statement outlines City of Playford commitment to a Community Development Grants Program.

Community Development Grants Procedure

Procedure Author	General Manager – City Services
Date of next review	May 2024

1. Purpose

To outline the assessment and approval tools used to assess applications for the Council's Community Development grant program.

2. References and Supporting Documentation

This Procedure is to be read in conjunction with the Community Development Grants Policy.

3. Application

Council Members	Ensure the Policy and Procedures are adhered to when endorsing Community Development and Event Grant applications.
Mayor	Acknowledge and recognise successful Community Development and Event Grant recipients by attending a celebration and providing a certificate of achievement.
Senior Manager Community Services	Ensure the Policy and associated documents are adhered to in the assessment of the Community Development and Event Grant applications.
Manager Community Development	Ensure the Policy and associated documents are adhered to in the assessment of all of Council's Community Development Grant applications.
Grants Officer	Implement the Policy and ensure the Policy and associated documents are adhered to in the assessment of all of Council's Community Development Grant applications. Council Members be invited to attend a celebration to recognise successful Community Development and Event Grant recipients.

Manager Sport and Property (or delegate) Manager Finance (or delegate) Manager Creative Cultural Development (or delegate)	Ensure the Policy and associated documents are adhered to in the assessment of the Community Development and Event Grant applications.
Employees	Other employees may be requested to assist the assessment panel on an as needs basis and offer specialised knowledge in relation to a particular topic or applicant.

4. Procedure

4.1 Funding Categories

4.1.1 Applicants can apply for funding from one of the following categories using the relevant application form:

4.1.1.1 Community Development and Event Grant (minimum $500; maximum $5,000)

4.1.1.2 Equipment Grant (maximum $1,000)

4.1.1.3 Outstanding Achievement Grant (maximum $400)

4.1.1.4 Club Participation Sponsorship Grant (maximum $200)

4.1.2 All amounts are exclusive of GST.

4.2 Category Description

4.2.1 Community Development and Event grants offer financial support to community organisations, local groups and associations for proposals which:

a) Activate community spaces
b) Deliver innovative, creative or new opportunities for the Playford community to become involved in their local community
c) Encourage and support Arts, Cultural Development, physical activity, health and wellbeing
d) Demonstrate collaboration between organisations and the local community and maximise community benefit
e) Develop and initiate locally based events, exhibitions and/or performances open to the whole community, which make a positive contribution to community and cultural life in the Council

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Version: 18, Version Date: 04/05/2021

4.2.2 Equipment grants are available to community organisations, groups and associations to build upon and support current projects, programs and activities.

4.2.3 Outstanding Achievement grants offers financial support to assist residents who have been selected to represent the State, Country or appropriate peak body to achieve their goals in national or international academic, sporting and cultural competitions and national and international leadership and personal development opportunities.

4.2.4 Club Participation Sponsorship grants are available to assist young people up to the age of 17 years to receive a one-off discount on the direct costs associated with joining a City of Playford club ('e.g.' membership fees, registration fees, uniforms and/or equipment etc). The purpose of this program is to reduce the cost of initial joining fees of clubs to young people who find cost a barrier to participation.

4.3 Assessment and Endorsement

4.3.1 Community Development and Event Grants

4.3.1.1 Applications will be assessed by a Grant Panel of employees and endorsed via a Council report.

4.3.1.2 The Council will endeavour to support as many proposals as possible.

4.3.1.3 Groups can consist of as little as two people to larger, community organisations and must involve the local community (e.g. residents, community groups and organisations, shops, businesses, etc.).

4.3.1.4 Applications can be submitted throughout the year but will be assessed twice a year during the assessment round process:

- Round 1 will formally open in July and is assessed by Council at the October Services Committee and Ordinary Council meetings or a meeting prior to caretaker period (in Council election years).
- Round 2 will formally open in January and is assessed by Council at the April Services Committee and Ordinary Council meetings.

4.3.1.5 Applications must be submitted using the application form published by the Council on its website or by such other means as detailed in the guidelines published on the website.

4.3.1.6 Funding is available every second year within this category (i.e. if an organisation received funding in Round 1 of 2020 they will be eligible for funding in Round 1 of 2022). Council may decide in exceptional circumstances to fund the same project, activity or event over 2 consecutive years if after the first year an acquittal has been returned and that the original application was for a new, pilot program, activity or event and requires additional funding to make it sustainable into the future. Applicants must contact Council before submitting an application in the subsequent year.

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Version: 18, Version Date: 04/05/2021

4.3.2 **Equipment Grants**

4.3.2.1 Applications will be assessed and approved by the Council's Grants Officer and Manager Community Development in conjunction with current Policy, Procedures and Guidelines.

4.3.2.2 Applicant will be notified within 4 weeks of the application form being received by Council.

4.3.2.3 The Council will endeavour to support as many proposals as possible.

4.3.2.4 The aim of these grant is to provide support for the purchase of equipment and to build and support current projects, programs and activities.

4.3.2.5 Funding is available every second year within this category (i.e. if an organisation received funding in May 2020 they will be eligible for funding in May 2022).

4.3.2.6 The Equipment Grants category is open all year.

4.3.3 **Outstanding Achievement Grants**

4.3.3.1 Applications will be assessed and approved by the Council's Grants Officer and Manager Community Development in conjunction with current Policy, Procedures and Guidelines.

4.3.3.2 There are 2 streams of grants available to individuals who are residents of the Council within the Outstanding Achievement category:

- Competition grants are provided to individual applicants that have been selected to represent the State or Country, or when appropriate, the peak body in academic, sporting and artistic or cultural competitions such as spelling, English, writing, mathematics, science singing, art; and sports including football, netball, baseball, hockey, bowling, dancing, gymnastics etc. No age limit applies to applicants.

- Leadership and personal development grants are provided to individual applicants who have been selected to develop their leadership/personal development skills such as youth parliament, debating teams, club leadership, scout leadership etc. No age limit applies to applicants.

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Version: 18, Version Date: 04/05/2021

4.3.4 **Club Participation Sponsorship Grants**

4.3.4.1 Applications will be assessed and approved by the Council's Grants Officer and Manager Community Development in conjunction with current Policy, Procedures and Guidelines.

4.3.4.2 Applicant will be notified within 4 weeks of the application form being received by Council.

4.3.4.3 There is a one-off payment of up to $200 per individual for initial costs of joining a City of Playford club. These costs may include membership fees, registration fees, uniforms and/or mandatory equipment.

4.3.4.4 Clubs include but are not limited to sporting clubs, cheerleading and dance clubs, scouts, etc.

4.3.4.5 The Club Participation Sponsorship grant category is open all year.

4.3.5 All applications will be assessed against the eligibility criteria detailed in the guidelines for each grant category as published on the Council's website.

4.3.6 Applications will be viewed as incomplete and will be ineligible for funding if applicants fail to submit all relevant information as detailed in the guidelines.

4.3.7 The provision of Community Development grant funding remains at the absolute discretion of the Council.

4.4 Auspicing

4.4.1 Community Development and Event and Equipment grants must be a community group or organisation and legally constituted or can demonstrate that they are auspiced by a legally constituted organisation such as an incorporated organisation who will agree to take legal and financial responsibility for any Grant monies received from the Council.

4.5 Acknowledgements

4.5.1 The Council is to be formally acknowledged as a sponsor on all publicity and promotional material. Successfully funded organisations will be provided with a copy of the logo and a style guide to ensure appropriate application.

4.6 Acquittal

4.6.1 Projects or initiatives provided funding under the Community Development and Event grant category must be completed and funding acquitted within 12 months.

4.6.2 Projects or initiatives provided funding under the Equipment grant category must be completed and funding acquitted within 6 months.

4.6.3 Any funding that has not been acquitted within the allocated timeframe will make that group or organisation ineligible for any future funding in any grant category.

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4.7 Caretaker Period

4.7.1 Council will not approve any Community Development grants requiring Council assessment during a caretaker period.

4.7.2 Round 1 of the Community Development and Event grant round will be assessed by Council at a meeting prior to a caretaker period (in Council election years).

4.8 Grant Review

4.8.1 A Grant Review will occur every 3 years and any significant changes will be endorsed by Council.

4.8.2 The guidelines for each category will be reviewed periodically, and minor changes will be made as required.

4.8.3 Major changes to the guidelines will be endorsed by Council during the grant review process.

5. Feedback

Your feedback on this procedure is invited and can be directed to the Manager Governance via email to governance@playford.sa.gov.au or by calling the Customer Contact Team on 8256 0333

Administration use only

ECM document set no.	3948696
Version no.	1
Policy link	Community Development Grants Policy
Procedure author	General Manager – City Services
Endorsed by	Council
Resolution no.	4535
Legal requirement	N/A
Review schedule	3 Years - per Grant Review Cycle
Date of current version	April 2021
Date of next review	May 2024

Version history

Version no.	Approval date	Approval by	Change
1	27/5/2021	Ordinary Council (Resolution 4535)	New Procedure

Document Set ID: 3948696
Version: 18, Version Date: 04/05/2021

CITY OF PLAYFORD
COMMUNITY DEVELOPMENT GRANTS PROGRAM

Community Development and Event Guidelines

- To apply please complete and submit the Community Development and Event Grant application form (available on our website) and all attachments
- Either complete application on your computer, or fill the form out clearly in black or blue pen
- Only one application will be accepted per organisation
- All correspondence will be emailed in the first instance
- City of Playford Community Grants Program is very popular, and meeting the eligibility and priority criteria does not necessarily guarantee success due to funding limits
- Grant offers by Council in no way implies any ongoing funding commitment or obligation by Council
- Contact the Grants Officer on 8256 0230 or grants@playford.sa.gov.au for more information on any of the Community Development grants

Not-for-profit community groups and organisations can greatly benefit from Community Development and Event Grants, as they are a great way of boosting your event, function or program.

Purpose

City of Playford Community Development and Event Grants offer financial support to non-profit community organisations, local groups and associations for proposals which:

- Activate community spaces
- Deliver innovative, creative or new opportunities for Playford residents to become involved in their local community
- Encourage and support arts, cultural development, physical activity, health and wellbeing
- Demonstrate collaboration between organisations and the local community, and maximise community benefit
- Develop and initiate locally-based events, exhibitions or performances open to the whole community, which make a positive contribution to community and cultural life in the City of Playford

Category Information

- Applications up to the value of $5,000 can be submitted - however, City of Playford will endeavour to support as many proposals as possible. Applications must be for a minimum of $500 and one-off community events will be calculated on predicted attendance numbers as follows:

0-200: $500 (maximum)	201-1,000: $1,000 (maximum)	Over 1,001: $2,000 (maximum)

- Groups can consist of as little as two people, to larger, non-profit organisations, and must involve the local community (eg, residents, community groups and organisations, shops, businesses, etc)
- Applications can be submitted throughout the year, but will be assessed twice a year
- Funding is available every second year in any category, ie, if an organisation received funding in October 2016 they will be eligible for funding in October 2018
- There will be two funding rounds per financial year:
    - Round 1 opens on the third Monday in July for six weeks, and is assessed by Council at the October Services and Council meetings
    - Round 2 opens on the third Monday in January for six weeks, and is assessed by Council at the April Services and Council meetings
- Community Development and Event grants must be completed and funding acquitted within 12 months

Priorities

Proposals will be assessed against the following priorities:

1. Will be initiated by, or rely on considerable involvement, of stakeholders (ie, residents, businesses, key visitors, community groups and organisations)
2. Will be innovative and have the capacity to engage the Playford community
3. Activate and increase participation in the use of community spaces and open space
4. Support and strengthen community groups and organisations and encourage volunteering
5. Encourage partnerships that build a safe community
6. Deliver significant community benefit and create vitality within the City of Playford
7. Generate a positive image of Playford to residents of the City and South Australia, interstate and overseas visitors
8. Attract new projects, activities and events to be staged in the City of Playford
9. Ensure equity of access to projects, activities and events by residents and visitors
10. Facilitate and encourage community involvement and participation in free or low-cost Community projects, activities and events
11. Projects, activities or events held in publically accessible spaces

Eligibility Criteria

Proponents must meet the following eligibility criteria:

1. Be a not-for-profit, non-government community group or organisation, or a newly-formed group consisting of a minimum of two people
2. Be legally constituted, or can demonstrate that they are auspiced by an incorporated organisation who will take legal and financial responsibility for any grant monies received from the City of Playford
3. Based within the City of Playford, or proposing an activity that will take place within the Playford City Council boundary (priority will be given to organisations and community groups located within the City of Playford boundary)
4. Have the appropriate management structure to effectively manage financial and accounting requirements
5. Have limited capacity to raise funds
6. Have limited funding sources and a relatively high volunteer-to-paid-staff ratio
7. Have a yearly income of no more than $250,000
8. Do not duplicate an existing project, activity, event or service. Grants can be used to increase or enhance a current project, activity or event (priority will be given to applications which are new, one-off projects, activities or events)
9. The proponent can demonstrate that the project, activity or event has clear aims and objectives, is achievable and will benefit the community
10. Complies with key principles of access and equity, diversity, participation and innovation
11. Attracts new projects, activities and/or events to the City of Playford
12. Demonstrate own contribution and match the amount of the grant with cash, material, volunteer hours or other in-kind support
13. Demonstrate capability, ability and expertise in delivering the project, activity or event

Ineligible Applications

Funding will **not** be provided for:

1. Proposals which have already commenced or have been completed, or for costs that have already been incurred
2. Organisational operational costs such as utility bills, rent or ongoing salary costs. Grants are not intended to supplement the day to day operations of a group or facility such as consumables or facility maintenance
3. Application for funds to upgrade the interior of a privately-owned building, or minor capital works such as installing fences, air conditioning, fixed pergolas, fixed shade structures, etc
4. Application for funds to purchase a vehicle
5. Applications from public or private educational institutions
6. Applications from organisations which receive significant funding from a State or Federal Government source
7. Applications to fund regular maintenance or repairs to property where the responsibility is with a private entity or local Council, State or Commonwealth Department
8. Applications for interstate or overseas travel
9. Applications for academic research or conference costs
10. Applications for gift vouchers or purchase of items which are then donated to a third party
11. Applications for funding to be used for sponsorship or fundraising
12. Applications from organisations that have not acquitted previous grants from the City of Playford
13. Events such as organisation's birthday or anniversary celebrations or other events that are exclusive to group members and are not open to the general public
14. Proposals that limit or restrict accessibility or use of public spaces
15. Applicants that have any outstanding debt owing to the City of Playford
16. Applications from organisations that have received a grant in the previous 12 months. Grants are available every second calendar year in any category (ie, if your organisation received funding in October 2016 you will be eligible for funding in October 2018)
17. Applications from groups or organisations that receive poker machine revenue

Auspicing

If you are not incorporated, you have not been audited, or you are unable to submit a copy of your most recent audit, certified financial statement, or a copy of the minutes of your last AGM together with a copy of your treasurer's report, you will need to be auspiced by an incorporated body who will take legal and financial responsibility for any grant monies received from the City of Playford.

An auspice organisation will agree to take on the responsibility to acquit the grant on behalf of your group. This means that the other organisation would agree to act as a 'banker' for the grant. The organisation will need to complete part of the application form and sign an agreement confirming that the grant will be used for the purposes that you have stated in the application. This needs to be completed before you lodge your application.

Please note that Council are not able to find an auspice organisation on your behalf.

Submission of Application

Your application will be viewed as incomplete, and will be ineligible for funding, if you fail to submit all information as detailed below with your application:

1. All sections of the application form must be filled in (including auspicing arrangements, if applicable)
2. Copy of the most recent audit or certified financial statement, or a copy of the minutes of the last AGM, together with a copy of the Treasurer's report

Proposal must be submitted via one of the following portals outlining the request for funding.

Email: grants@playford.sa.gov.au
Post: Grants Officer
City of Playford
12 Bishopstone Road
DAVOREN PARK SA 5113

Notification of Outcome

All proponents will be informed of outcome within one week of Council's resolution.

Once an application has been approved your organisation (or your auspice organisation) will be required to submit the following:

1. Declaration by Applicant Organisation
2. Tax Invoice
3. Copy of public liability insurance or certificate of currency
4. Copy of proof of incorporation or providing corporation number or registered business number
5. Copy of completed Australian Taxation Office 'Statement by a Supplier' form (ONLY if you do not have an ABN)
6. Letter of support from auspicing body (ONLY if you are not incorporated, or you have not been audited due to being a new group formed for less than a 12 month period)

Failure to submit this information in a timely manner will cause Council to withdraw approval.

City of Playford is to be formally acknowledged as a sponsor on all publicity and promotional material for the project, activity or event. Successfully-funded organisations will be provided with a copy of the logo and a style guide to ensure appropriate application.

Acquittal and Evaluation of Grants

On completion of the project, activity or event recipients will be required to:

- Expend the grant monies on the approved project, activity or event as outlined in the successful proposal. The organisation must seek prior authorisation from Council for any modification to the original grant purposes. Any unspent funds must be returned to Council at the end of the grant period unless prior approval has been sought to redirect funds related to the funded project, activity or event
- Complete and submit a City of Playford Community Grant acquittal and evaluation form and return to the Grants Officer. Please note you will need to provide approved documentation (ie, receipts) specifying that the grant was spent for the purpose for which it was received
- Any equipment purchased through the Grant program valued at $300 or over remains the property of the City of Playford and must be returned to the Council should the group become non-functional

CONTACT
Grants Officer
(08) 8256 0230
grants@playford.sa.gov.au

CALL
(08) 8256 0333

VISIT
Playford Civic Centre
10 Playford Boulevard
Elizabeth SA 5112

Stretton Centre
307 Peachey Road
Munno Para SA 5115

POST
12 Bishopstone Road
Davoren Park SA 5113

EMAIL
playford@playford.sa.gov.au

Community Development and Event Grant

Applications Recommended for Funding

	Name and Funding	Funding Requested	Details
1	Angle Vale Football Club	Funding is requested to pay netball affiliation costs and assist with the costs associated with launching their netball club in February 2022 Funding Requested: $5,000 Funding Recommended: $2,000	Angle Vale Football Club plan to introduce netball to the club next year and increase members in general, in line with the current expansion of the Angle Vale area. Introducing netball will encourage young Playford members and their families to be more active and become involved in a community minded club with a strong family focus. The club will also hold a free launch event to promote netball. Family entertainment and sausage sizzle will be available. Eligibility criteria in the guidelines state that funding will not be provided for organisational operational costs. Therefore, the recommendation is to fund only the launch event and not the netball affiliation costs.
2	Northside Boxing Club	Funding is requested to purchase equipment that will increase classes and target a woman-only program Funding Requested: $5,000 Funding Recommended: $5,000	Northside Boxing Club aims to introduce women's classes whilst strengthening and empowering the existing community. Classes will equip women with self-defence tools, create self-esteem, confidence and safety awareness whilst delivering a significant benefit both mentally and physically. Women's classes will initially be free of charge and then offered at a reduced rate to encourage ongoing participation while ensuring long-term sustainability of the program. The equipment purchased will also be used for the new kid's classes that are currently running and will reduce microbial contamination.
3	Peniel Free Pentecostal Church	Funding is requested to purchase various equipment to be used for the Church's Homework Club under their Stay in School Program Funding Requested: $4,999 Funding Recommended: $3,331	Peniel Free Pentecostal Church encourages students within the community to stay in school. A room within the church will be used for a homework club to support students' learning. This club is open to the community (not just the church community). Eligibility criteria in the guidelines state that funding will not be provided for organisational operational costs. Therefore, the recommendation is to fund only the equipment required and not the electrical works that was also requested in the application.

Community Development and Event Grant

Applications Recommended for Funding

	Name and Funding	Funding Requested	Details
4	South Australian Bangladeshi Community Assoc	Funding is requested to fund security, gazebos, tables and chairs for Bijoy Mela 2021 Multicultural Festival at Playford College on 4 December 2021 Funding Requested: $2,000 Funding Recommended: $2,000	This free multicultural festival celebrates the victory day of Bangladesh and is a significant day to the Bangladeshi community. This year is the 50th anniversary of this victory. It is anticipated that there will be a number of community groups who will attend and encourage community diversity and inclusiveness.

Community Development and Event Grant

Applications Not Recommended for Funding

	Name and Funding	Funding Requested	Details	Rationale
1	Community Outreach Centre	Funding is requested to run a symposium for Northern suburbs African Families experiencing financial hardship Funding Requested: $972.02 Funding Recommended: NIL	The African families experiencing financial hardship in the Northern suburbs project was originally developed by a group of UniSA social work students research the barriers to African communities accessing human and social services. A successful symposium was held in October 2020 and a second symposium targeting young people is planned for 2021.	The organisation withdrew their application due to an expression of interest they received from a community centre in another council catchment area who committed to promote, encourage and support their event.
2	Congolese Community of SA	Funding is requested to purchase sports equipment for a family fun day event on Kalara Oval on 12 January 2022 Funding Requested: $3,500 Funding Recommended: NIL	This event is designed to bring the Congolese community together and focusses on team building and teamwork. Activities such as soccer, cricket, relay races, face painting and volleyball will be available.	Eligibility criteria in the guidelines state that the proponent must demonstrate that the project, activity or event has clear aims and objectives, is achievable and will benefit the community. This organisation hasn't demonstrated that this event is achievable for the following reasons: • The budget mostly consists of purchasing sporting equipment for this one-off event • Very little information is provided for running an event of this size (approximately 1,000 people) • Venue has not been booked or confirmed and the panel felt that some of the indicated costs had been overestimated

Community Development and Event Grant

Applications Not Recommended for Funding

	Name and Funding	Funding Requested	Details	Rationale
3	Munno Para Little Athletics Centre	Funding is requested to assist with the costs associated with the end of season presentation day/sponsors day Funding Requested: $3,900 Funding Recommended: NIL	End of season presentation, thank you to club sponsors, athletes, families and volunteers to be held 3 April 2022. Event also includes engaging with the local community to try out Athletics.	Eligibility criteria in the guidelines state that: • Grants are not intended to supplement the day to day operations of a group or facility • Events that are exclusive to group members and are not open to the general public are ineligible for funding. This is an end of year club event with very little information on whether this is a closed or open event. Almost 50% of the budget is dedicated to the end of season presentation/thank you component and there is not enough information provided around the community try-outs.
4	One Culture Football	Funding is requested for coach / facilitator and program equipment costs for their Football Connection Project Funding Requested: $5,000 Funding Recommended: NIL	Project will encourage the social participation and inclusion benefits of football3 through an after school program delivered at Elizabeth Vale Primary School. The football3 format is inclusive, helps young people take responsibility for their actions, is easy for players of all abilities, lends itself well to measuring gains in wellbeing and is an internationally recognised framework.	Eligibility criteria in the guidelines state that proponents must have a yearly income of no more than $250,000.
5	Playford Athletic Centre	Funding is requested to assist with the costs associated with hosting a fundraiser for domestic violence Funding Requested: $4,500 Funding Recommended: NIL	Celebrate the Athletic Centre's 50th birthday by hosting a colour run fundraiser for domestic violence.	Eligibility criteria in the guidelines state that funding will not be provided for: • Funding to be used for sponsorship or fundraising • Events that are exclusive to group members and are not open to the general public Further to this, an event date is not confirmed and the application is lacking in detail.

Community Development and Event Grant

Applications Not Recommended for Funding

	Name and Funding	Funding Requested	Details	Rationale
6	Playford Suicide Prevention Network	Funding is requested to fund the costs associated with Carnival in the North event during Mental Health Week Funding Requested: $8,200 Funding Recommended: NIL	The network wishes to organise, facilitate and host Carnival in the North. This event aims to maximise awareness of mental health and suicide prevention in Playford, especially since the Covid-19 pandemic has seen suicide rates rise in the local Council area.	Eligibility criteria in the guidelines state that proponents must demonstrate capability, ability and expertise in delivering the project, activity or event. The Network have not demonstrated that this event is achievable for the following reasons: • Event date and venue are not confirmed. The application is not clear whether the event is occurring in October 2021 or 2022 • While incorporated, they don't have any AGM Minutes or audited financial statements and therefore require an auspicing body to assist with their application • The funding requested ($8,200) is more than what is available to each applicant. The budget does not list any other funding sources except that they will charge stallholders a fee if their total amount requested isn't provided
7	United Way SA	Funding is requested to fund the costs associated with United SA's Family Fun Day Funding Requested: $5,000 Funding Recommended: NIL	The event will be a fun family day out to engage the community in free activities. The aim of the event is to bring the community together in a fun positive atmosphere after such a tough 18 months.	Eligibility criteria in the guidelines state that proponents must have a yearly income of no more than $250,000.

5.2 WELCOMING CITIES MEMBERSHIP

Responsible Executive Manager : Ms Tina Hudson

Report Author : Mrs Sarah Schutz

Delegated Authority : Matters which can be delegated to a Committee or Staff but the Council has decided not to delegate them.

PURPOSE

At the Ordinary Council Meeting on 23 June 2020 the Council resolved (Council Resolution 4078):

1. *That Council endorses becoming a Committed member level of Welcoming Cities.*
2. *Council considers its future membership level of Welcoming Cities in line with the effectiveness of Councils ATSI and CALD service delivery.*
3. *That within 6 months that the Council be provided with an informal gathering to outline membership categories and the benefits to community and council with the continuing membership of Welcoming Cities.*
4. *That post informal gathering Council consider upgrading Council's membership from a Committed to a Premium level with any budget implications being dealt with in a future, appropriate budget review.*
5. *That the Marketing team prepare a promotional video, which highlights out multicultural community featuring Elected Members, members of our community and staff.*

The purpose of this report is to confirm the actions taken to date and advise of the next steps.

STAFF RECOMMENDATION

1. That Council not continue with membership of Welcoming Cities.
2. That Council follow the Playford Path at an appropriate pace within current resources where possible.
3. That any funding required be sought through the 2022/2023 annual business planning process.
4. That Council recognises the importance of cultural diversity and commits to the Playford Path.

EXECUTIVE SUMMARY

At the Designated Informal Gathering held on Tuesday 14 September 2021 Council was provided with information about a possible roadmap for moving from 'Committed' towards more premium levels of Welcoming Cities, as well as a path that will support Council in achieving increased multicultural outcomes outside of the Welcoming Cities framework.

Interpretation of the feedback received from the Informal Gathering, is that Council does not want to proceed with moving towards more premium levels of membership with Welcoming Cities, but to increase multicultural activity and engagement through a Playford specific path at an appropriate pace and within current resources where possible.

1. BACKGROUND

At the Ordinary Council Meeting on 24 March 2020 Council resolved that '*staff provide a report to a future meeting of Council outlining the processes of joining and the cost associated with becoming a Premium Member of the Welcoming Cities Initiative'.*

At the Ordinary Council Meeting on 23 June 2020, the following resolution was carried:

1. That Council endorses becoming a Committed member level of Welcoming Cities.
2. Council considers its future membership level of Welcoming Cities in line with the effectiveness of Councils ATSI and CALD service delivery.
3. That within 6 months that the Council be provided with an informal gathering to outline membership categories and the benefits to community and council with the continuing membership of Welcoming Cities.
4. That post informal gathering Council consider upgrading Council's membership from a Committed to a Premium level with any budget implications being dealt with in a future, appropriate budget review.
5. That the Marketing team prepare a promotional video, which highlights out multicultural community featuring Elected Members, members of our community and staff.

At the Designated Informal Gathering held on 17 November 2020 Council was provided with information related to the membership categories and benefits of Welcoming Cities membership to the community and to council.

At the Designated Informal Gathering held on Tuesday 14 September 2021 Council was provided with information about a possible roadmap for moving from 'Committed' towards more premium levels of Welcoming Cities, as well as a path that will support Council in achieving increased multicultural outcomes outside of the Welcoming Cities framework.

Interpretation of the feedback received from the Informal Gathering, is that Council does not want to proceed with moving towards more premium levels of membership with Welcoming Cities, but to increase multicultural activity and engagement through a Playford Path at an appropriate pace and within current resources where possible.

2. RELEVANCE TO STRATEGIC PLAN

This decision aligns to the following decision-making filters and Community Themes in the Strategic Plan:

Themes:

Community Theme 3 – Connecting with our community and each other

- The City of Playford has a diverse and multicultural community. Providing more structure around our engagement with, and delivery of outcomes to, our first nations peoples and multicultural communities will deliver benefits to our whole community.

Community Theme 5 – Using money wisely

- Our intent in increased activity in engaging with cultural diversity through strategy and actions is to continue to deliver services that ensure the foundational needs of our community are being prioritised. Maintaining our focus on making the most of existing resources and continually reviewing the best way to do things.

3. PUBLIC CONSULTATION

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

4. DISCUSSION

4.1 The City of Playford is a multicultural community.

- 3.5% of the community identify as Aboriginal and Torres Strait Islander, compared with 1.4% for Greater Adelaide
- We have residents born in 79 different countries
- The top six countries of birth for overseas arrivals between January 2011 and August 2016 (2,645 people) are: Afghanistan, Bhutan, Nepal, Syria, Philippines and Pakistan
- In 2016 there were 11,131 non-English speakers living in Playford, 2,928 of those (3.3%) who cannot speak English well or at all
- Humanitarian arrivals between 2000 – 9 August 2016 equalled 3.6% of Playford population compared to 1.4% in Greater Adelaide and 1.2% across South Australia (Source: PHIDU, 2021)

Given our diverse community, it is appropriate that Council considers how it might best nurture connections between the different aspects of the work that is delivered.

4.2 Council currently provide a wide range of multicultural activities and services including:

- Marni Waiendi – connects Aboriginal people with services (housing, education etc.) and employment skills (e.g. white card training)
- 'Deadly Fridays' social group at Marni Waiendi
- NAIDOC & recognition of Reconciliation Week activities, including NAIDOC in libraries and community centres
- Womad/NSS Academy
- High CALD representation at NSS Programs
- New Arrivals Immunisation Program
- Social groups e.g. Spanish Speaking Group at Grenville
- Recognition of Harmony Day in libraries & community centres
- Working with sports clubs to foster inclusion
- Stretton Centre work as part of business development and horticulture industry
- Ad-hoc programs targeted at CALD groups e.g. Playford Tennis Centre

The current level of resource associated with this work is 1 x 0.5 FTE Aboriginal and Community Development Officer.

4.3 Council has taken the first step and is a 'Committed' Member of the Welcoming Cities network. Upgrading our membership will involve progressing through the Welcoming Cities Standard:

- Leadership
- Social and Cultural Inclusion
- Economic Development
- Learning and Skills Development
- Civic Participation
- Places and Spaces

Adopting and implementing the Welcoming Cities Standard will incur costs including ongoing Welcoming Cities membership costs as well as additional staff resources for coordination of events, activities and relationships with third party groups, and community liaison.

4.4 The Welcoming Cities framework isn't the only path to achieving structured engagement from a first nations and multicultural perspective. Council can nurture connections between the different aspects of our community and incorporate increased diversity and inclusion into the work that we do through developing our own path. This may include, but not be limited to:

- Promoting a welcoming culture through a wide range of advocacy and communication activities
- Working towards reconciliation with Aboriginal and Torres Strait Islander people and communities
- Reactivation of the ATSIC Reference Group
- Development of a Reconciliation Action Plan (RAP)
- Continuing to deliver activities and events plans that support ATSI and CALD engagement and connection
- Collaboration with partners and stakeholders

4.5 The advantage of working towards these outcomes along a Playford Path, rather than within the Welcoming Cities framework, means that Council can progress towards increased activity in engaging with cultural diversity at an appropriate pace and in a way that does not put strain on both internal and external resources.

4.6 A comparison between Welcoming Cities and the Playford Path is provided below:

	Welcoming Cities	**Playford Path**
Structured framework determined by external body	√	
Framework developed by Council and tailored toward the needs of local community		√
Council actively engages with migrant communities	√	√
Council develops plans and active messaging for cultural diversity and inclusion	√	√
Council partners with stakeholders to promote social and cultural inclusion	√	√
Council works toward reconciliation with Aboriginal and Torres Strait Islander people and communities.	√	√
Additional resources/budget required to meet framework criteria	√	
Greater flexibility to deliver outcomes within Council's current resource levels		√

4.7 While staff have concluded that moving towards more premium levels of membership with Welcoming Cities is not the right path for Council at this time, Council will work toward increased engagement with our culturally diverse community through a Playford specific path at an appropriate pace and within current resources where possible. Any additional resourcing and/or funding requirements will be factored into the 2022/2023 annual business planning process.

4.8 Staff will provide regular reports on progress.

5. OPTIONS

Recommendation

1. That Council not continue with membership of Welcoming Cities.
2. That Council follow the Playford Path at an appropriate pace within current resources where possible.
3. That any funding required be sought through the 2022/2023 annual business planning process.
4. That Council recognises the importance of cultural diversity and commits to the Playford Path.

Option 2

1. That Council continue with membership of Welcoming Cities and progress through the Standard, upgrading membership as required.

2. That Council approve the appointment of 1.0 FTE Project Officer and approve budget allocation of approximately $60,000. Specific costs will be determined through the 2022/2023 annual business planning process.

6. ANALYSIS OF OPTIONS

6.1 Recommendation Analysis

6.1.1 Analysis & Implications of the Recommendation

Increased activity in engaging with cultural diversity through strategy and actions will enable the development of more structured activities and events plans that support ATSI and CALD engagement and connection. Increased activity in this space can lead to improved reputation of Council.

Risk Appetite

Service Delivery

Council has a moderate appetite for supporting and enhancing existing services and programs to improve the social, recreation and health and wellbeing outcomes for residents; and driving social and economic transformation through a number of major projects and Council initiatives, which will create jobs and act as a catalyst for private investment into Northern Adelaide to support the growing population.

This decision will improve the diversity and cultural inclusion outcomes for the community.

6.1.2 Financial Implications

Following the Playford Path means that Council can progress at an appropriate pace within existing business as usual resources where possible. Should any additional funding be required it will be sought through the 2022/2023 annual business planning process.

6.2 Option 2 Analysis

6.2.1 Analysis & Implications of Option 2

Progressing through the Welcoming Cities Standard enables Council to implement structured engagement with ATSI and multicultural communities aligned with a national framework. It requires us to meet a wide range of criteria in a particular order, which may or may not be the best approach for the Playford community.

6.2.2 Financial Implications

Continuing with membership of Welcoming Cities and progressing through the Standard will require that Council approve the appointment of 1.0 FTE Project Officer and approve budget allocation of approximately $60,000. Specific costs will be determined through the 2022/2023 annual business planning process.

STAFF REPORTS

MATTERS TO BE CONSIDERED BY THE COMMITTEE AND REFERRED TO COUNCIL

Matters for Information.

5.3 ICAC IMPLEMENTATION PROGRAM - FINAL REPORT - OCTOBER 2021

Responsible Executive Manager : Mr Barry Porter

Report Author : Mr Adam Cox

Delegated Authority : Matters for Information.

Attachments : 1⇩. Monthly Status Update
2⇩. Recommendation 9-12 Implementation Report

Purpose

To provide the Council with the update with regards to the progress of the implementation of the ICAC and Auditor General Recommendations program of works and to inform of the closure of the program.

STAFF RECOMMENDATION

1. Committee note and receive the final Monthly Status Update (Attachment 1) and ICAC Recommendation 9 – 12 Implementation Report (Attachment 2).

2. The Committee notes that this completes the list of recommendations made by the ICAC Deputy Commissioner with recommendations from ICAC, the Auditor General and Norman Waterhouse, now implemented.

3. The Committee notes that the ICAC Program has led to significant improvements in the internal processes of the Council and has now been officially closed by the Executive Group.

4. The Chief Executive Officer will write to the Independent Commission Against Corruption informing it that work has been completed and the program is closed.

Relevance to Strategic Plan

This report provides an update of the progress of the ICAC Evaluation Implementation Program. Recommendations made by the Deputy Commissioner in his report cover key foundational elements every business should build on. By completing this program of work, the council will strengthen our foundations and set us up to deliver better outcomes for the community in the future.

Relevance to Public Consultation Policy

The reports issued by ICAC and the Auditor General are publically available reports. There is no requirement to consult with the community regarding implementation of the recommendations from these reports.

Background

The report received from ICAC in November 2019 and the Auditor General in March 2020 contained a list of recommendations. These recommendations are included in Attachment 1 as appendices to the status report.

Council administration have undergone a scoping exercise to prepare a program of works to implement these recommendations over the course of the next 12-18 months.

Current Situation

Status Update

The status update report is provided in Attachment 1. It provides a summary of:

- Program outcomes;
- Traffic light status update showing all items tracking well with no significant concerns;
- Key achievements for the month;
- The focus work for next month;
- Key risks and mitigating actions; and
- Summary of decisions made.

Detailed list of the recommendations and the status of whether these have been successfully implemented or are still a work in progress.

Recommendation 9-12 Implementation Report

The Executive team has reviewed the Implementation Report (Attachment 2) addressing recommendations 9-12, made in the ICAC evaluation. These recommendations have been addressed in a report detailing the following:

- observations;
- recommendations;
- response;
- development;
- implementation;
- supporting evidence; and
- assurance measures.

Following this review, the Executive team were satisfied that ICAC recommendation 9-12 was met and made the decision to move it to an ‘implemented’ status. This is reflected in the monthly report.

Future Action

Agreement to move recommendations 9-12 as implemented completes the list of recommendations made by the ICAC Deputy Commissioner. All 21 recommendations from ICAC are now implemented, 12 supported recommendations from the Auditor General and three from Norman Waterhouse. The ICAC Program has officially been closed by the Executive Group and any remaining tasks have been handed to the functional managers and will be completed within business as usual resourcing. All audit and assurance measures are implemented. The Chief Executive Officer will write to the Independent Commission Against Corruption to inform them the program has completed all work and the program is closed.

ICAC RESPONSE PROGRAM

OVERALL EXPECTED OUTCOMES

CITY OF Playford

Status Update

Date: October 2021

STATUS UPDATE

Overall Status Summary			
	Last Period	This Period	Outlook
Overall	G	G	→
Scope	G	G	→
Schedule	G	G	→
Cost	G	G	→
Benefits	G	G	→
Resources	G	G	→
Confidence	G	G	→

Project Stream	Last Period	This Period	Future Outlook
Elected Member Engagement	G	G	→
Policy & Procedure	G	G	→
Procurement	G	G	→
Human Resource Management	G	G	→
Records	G	G	→

Key

G — Tracking well, no significant concerns

A — Some concerns that need resolution

R — Significant concerns that need intervention

↑ Situation Improving

↓ Situation Declining

→ Situation Stable

Program Schedule

Stream	Deliverable	FY21 Q1 Jul-20	Aug-20	Sep-20	Q2 Oct-20	Nov-20	Dec-20	Q3 Jan-21	Feb-21	Mar-21	Q4 Apr-21	May-21	Jun-21	FY22 Q1 Jul-21	Aug-21	Sep-21	Q2 Oct-21	Nov-21
Elected Member Engagement	Review of Committees																	
	Redesign of Terms of Reference, Roles & Responsibilities																	
Policy & Guideline Framework	New and Update Process																	
	Governance Framework & Systemisation																	
	Review																	
	Policy Update																	
Procurement	Policy Update																	
	Process & Role Definitions																	
	Records Management																	
	Credit Card Governance Systemisation																	
Human Resource Management	Recruitment Process & Systemisation																	
	Performance Appraisal Framework & Tools																	
Records Management	Process & Systemisation																	
	Governance Framework																	
	Education																	
	Audit																	
	Historical Rectification																	

Original Plan | Delay | Brought forward

Schedule Commentary

- Program closed pending
- All 36 recommendations are implemented
- ICAC recommendation 9 to 12 moved to implemented
- Executive review of Policy implementation and education plan for delivery

Key Achievements Last Month

Program
- Program close out report
- All staff communication
- Project close out and handover meetings

Elected Member Engagement
- All staff communications on changes to committees
- Update City of Playford website
- Update Info Council

Policy & Procedure
- Proposed policy and education plan for Executive agreement
- Commenced policy education plan
- Handover of governance policy tasks and education plan

Human Resources: - Performance Appraisal
- Education of managers at policy session

Procurement
- All staff communication on variation workflow changes

Records
- Executive sign off ICAC Recommendations 9, 10, 11 & 12
- Commenced business classifications workshops
- Commence ECM system enhancements

Current Key Risks & Issues

Date	Type	Description	Mitigating Action	Status

Deliverables

Stream	Project Stream Deliverable	Audit Recommendation		
		ICAC Commissioner	Auditor General	Norman Waterhouse
Elected Member Engagement	Review of Committees Terms of Reference, Roles & Responsibilities	Observation		
Policy & Procedure Framework	New and Update Process Governance Framework Review Policy Update	1,2,3,4.5,6,7,8	5.3.1(a), 5.3.1(b), 5.3.2(a), 6.3.3(a), 7.3.1(a)	2

Procurement	Policy Update Process & Role Definitions Records Management Credit Card Governance Systemisation	1,18,19,20,21	4.3.1(a), 6.3.1(a), 6.3.1(b), 6.3.2(a) 6.3.2(b), 6.3.3(b), 6.3.5(a)	
Human Resource Management	Recruitment Process & Systemisation Performance Appraisal Process & Systemisation	1,13,14,15,16, 17		1,3
Records Management	Process & Systemisation Governance Framework Education Audit & Historical Rectification	1,9,10,11,12		

Appendices

Recommendation Status Definition	
Status	**Description**
Delayed	Activity has been delayed, mitigating actions to address
In Progress	Activity on track with regards to approved road map timing
Ready for Sign off	Steering Committee agreed to request Executive Sign off
Implemented	Executive Sign off solution has been implemented to meet the recommendation and assurance process agreed

1.0

ICAC Commissioner Recommendations				
No.	**Recommendation**	**Project Stream Addressing**	**Status**	**Forecasted Implemented date**
1	Develops an agreed set of organisational values which underpin the day to day activities and conduct of staff.	All	Implemented	
2	Develops a policy governance framework that addresses the lifecycle of a policy including creation, approval, dissemination, education and review. The framework should be consistent with the principles articulated in this report.	Policy & Procedure	Implemented	
3	Mandates the review by the council governance team of all draft policies prior to presentation of the draft policy for approval.	Policy & Procedure	Implemented	
4	Amends its practices to ensure that council policies may only be approved by the Chief Executive Officer or the elected body.	Policy & Procedure	Implemented	
5	When approving a new or amended policy the Chief Executive Officer or the elected body also determine and approve an appropriate dissemination and education strategy to be	Policy & Procedure	Implemented	

	applied in respect of that new or amended policy.			
6	Prepares a schedule for the review of all existing policies and for that review to be completed within 12 months of the tabling of this report.	Policy & Procedure	Implemented	
7	Within 18 months of the tabling of this report ensures that all current policies represent expected contemporary practice.	Policy & Procedure	Implemented	
8	Develops and implements, in accordance with the proposed policy governance framework, a fraud and corruption control policy modelled on Australian Standard AS8001 – 2008.	Policy & Procedure	Implemented	
9	Develops a new records management policy with accompanying procedures which reflect contemporary records management practices and, in particular: ◁◁ mandates the use of an established records management system for the storage of official records except for limited circumstances that are prescribed in the policy; ◁◁ makes express reference to the appropriate storage of emails in a manner consistent with the State Records Act; ◁◁ defines the precise responsibility of each employee in respect of the management of official records together with the particular responsibilities given to the records management team.	Records	Implemented	
10	Engages in an audit of records currently held on network drives and within email servers to identify those records that ought to be stored on an approved records management system and, upon the conclusion of such an audit, develop and implement a process for those records to be transferred to those systems.	Records	Implemented	
11	Develops and delivers an education program to all elected members and employees in respect of their records management obligations and the requirements contained within the updated records management policy and procedures.	Records	Implemented	
12	Develops and implements a process for regular audits to ensure records management practices are consistent with policy.	Records	Implemented	
13	Reconsiders its approach to managing actual or perceived conflicts of interest during recruitment and selection processes in light of the observations made in this report.	Human Resource Management	Implemented	
14	Introduces a requirement that members of a selection panel be required to complete and sign a selection summary report which outlines the candidates who applied for a position, the performance of each candidate during the selection process, the deliberations of the panel in respect of the suitability of each candidate together with the reasons the panel	Human Resource Management	Implemented	

	recommended the selection of a particular candidate.			
15	Reinforces the need to complete selection panel interview notes in a consistent manner and that the notes bear the name and signature of the panel member completing the notes.	Human Resource Management	Implemented	
16	Considers incorporating a requirement that selection panels include at least one panel member who does not work within the workgroup for which a recruitment is being conducted.	Human Resource Management	Implemented	
17	Ensures that any performance management process adopted by the Council includes safeguards that ensure all employees are given consistent and timely feedback on their performance and that there is a consistent approach to performance management for all council employees.	Human Resource Management	Implemented	
18	Amends its procurement policy and guidelines to prescribe the key responsibilities for procurement decisions and the documents that must be created and retained for each stage of a procurement. The amendments should include an express requirement that all records relating to procurement must be stored on an established records management system (i.e. not stored on a network drive or in an employee email mailbox).	Procurement	Implemented	
19	Reminds staff of the importance of adhering to prescribed procurement policies and guidelines and that an unauthorised departure from those policies and guidelines will not be tolerated.	Procurement	Implemented	
20	Gives consideration to extending the role of council procurement officers to require that those officers be consulted in respect of council procurements under the current threshold of $100,000.	Procurement	Implemented	
21	Extends the role of finance officers to require that those officers be consulted in respect of council procurements of a value of more than $100,000.	Procurement	Implemented	

2.0

Auditor General Recommendations				
Reference	**Recommendation Supported**	**Project Stream Addressing**	**Status**	**Forecasted Implementation Date**
4.3.1(a)	Perform a formal and regular analysis of its credit card and accounts payable expenditure to: - identify areas for further improvement in the use of credit cards - to inform its procurement strategy	Procurement	Implemented	

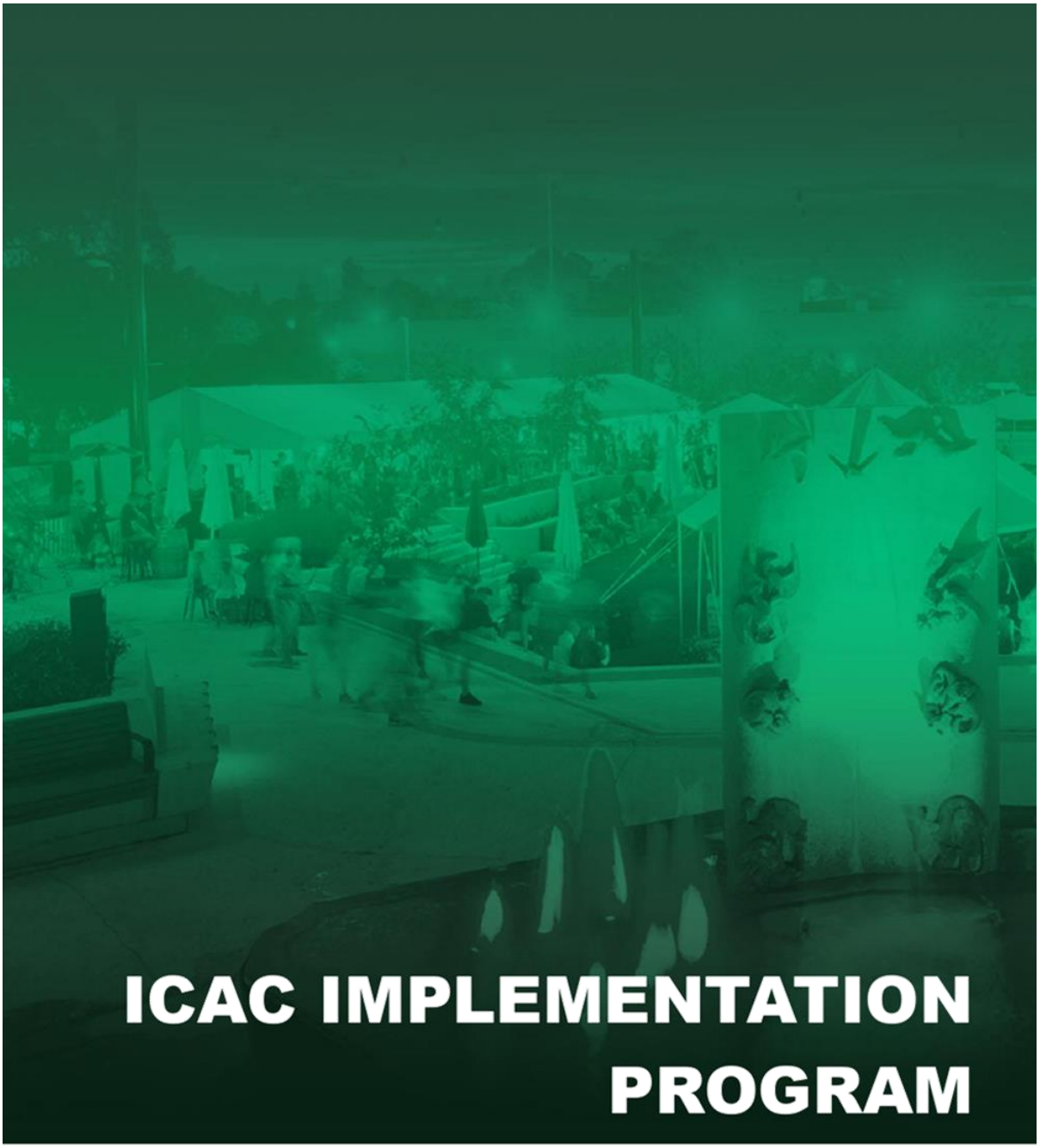
5.3.1(a)	The Council should review its policies and procedures regularly and by its due date.	Policy & Procedure	Implemented	
5.3.1(b)	A policy and the associated procedures/guidelines should be reviewed at the same time.	Policy & Procedure	Implemented	
5.3.2(a)	The Council should consider updating its credit card policy and guidelines for the improvements we identified in this section and the recommendations we made in section 3.3	Policy & Procedure	Implemented	
6.3.1(a)	The CEO's instrument of sub-delegations should provide a complete and accurate formal record of the financial delegations the CEO has sub-delegated.	Procurement	Implemented	
6.3.1(b)	The Council should consider, as it decides future risk priorities, having an internal auditor or legal advisor review the delegation process and documents to ensure they are a clear, complete and accurate record of the delegations under the LG Act. We consider better practice would be for sub-delegations to be clearly referenced to positions and not to individual employees.	Procurement	Implemented	
6.3.2(a)	The Council should reinforce to staff the importance of the independent reviewer's responsibility.	Procurement	Implemented	
6.3.2(b)	Review a sample of credit card transactions to ensure the independent review is operating effectively. The transactions could either be selected randomly or target high-risk areas based on an analysis of credit card data and for expenditure where the council has implemented new/revised policies.	Procurement	Implemented	
6.3.3(a)	The council should update its credit card policy to require the independent review of the Executive's credit card transactions.	Policy & Procedure	Implemented	
6.3.3(b)	A suitable senior officer should assess the CEO's credit card transactions against the expenditure principles to ensure the proper use of public money.	Procurement	Implemented	
6.3.5(a)	Maintain adequate records to explain its expenses and demonstrate transparency in the decision-making process and the proper use of public money.	Procurement	Implemented	
7.3.1(a)	The Council should consider updating its travel and hospitality policies and guidelines for the improvements we identified	Policy & Procedure	Implemented	

Reference	Auditor General Recommendations Not Supported	Position
6.3.3(c)	The Council's Executive group should review a report from the suitable senior officer of any questionable transactions to mitigate the actual and perceived risks of the misuse of credit cards and public money.	Not supported, council will utilise the independent review process contained in the policy to review questionable transactions
6.3.3(d)	The Council should consider requiring its audit committee to periodically review a report of the CEO's credit card transactions to ensure the expenditure is reasonable and for business purposes.	Recommendation not supported but agreed would report by exception to the audit committee.
6.3.4(a)	The Council should update its policies for:	Recommendation not supported

	the expenditure principles that staff need to apply and clearly demonstrate at the time expenditure is incurred	
6.3.4(b)	The nature and extent of information needed to adequately justify the business purpose of the expenditure. This may include obtaining approval of sensitive expenditure before it is incurred.	Recommendation not supported
6.3.5(b)	Any approvals to support the business purpose of expenditure that is outside of an approved policy and/or perceived to be unusual or not common practice should be evidenced, either by a signature or in an email, before the expenditure is incurred.	Recommendation not supported
6.3.6(a)	The Council should update its policies for the expenditure principles staff need to apply. This includes clearly demonstrating when expenditure is incurred that it is both necessary and appropriate.	Council considers that this is a general opinion, not a factual finding. Recommendation not supported
7.3.1(b)	In revising its expenditure policies, consider consulting with its community, and other key people or groups, to better understand the public's expectations of acceptable expenditure behaviours (sections 7.3.1 and 9.2.1)	Council will consider the appropriateness of community consultation on a case by case basis in the future
7.3.1(c)	Review its business expense transactions to ensure the new/revised policies and guidelines are implemented and operating effectively.	Already actioned – a process to review business expense transactions already set up
8.3(a)	Review its employee recognition policy and guidelines with specific focus on staff performance and the expenditure principles.	Council considers that this is a general opinion, not a factual finding. This general observation is accepted and will be actioned accordingly.
8.3(b)	The Council should consider how it supports the staff social club in organising social events to minimise ratepayer cost.	Council has considered this recommendation. No action required
9.2.1(a)	Revise its Mayor support and elected member support policy guidelines to remove the provision of special functions.	Council considers that this is a general opinion, however, notes the Auditor General's opinion and will review the Elected Member Support Policy and associated Guidelines
9.2.1(b)	The Council should survey its community to understand the public's expectation of what expenditure of a sensitive nature may or may not be funded by public money, or coordinate with other councils to obtain this information.	No Action Required (Council will continue to consult with the community in line with the community consultation policy)
9.2.1(c)	In future the Council should, in our opinion, better explain the business purpose and business benefit to the Council before incurring sensitive expenditure. The Council should maintain adequate records to support this explanation.	No Action Required Council considers that this is a general opinion, however, notes the Auditor General's opinion and will review the Elected Member Support Policy and associated Guidelines
9.2.1(d)	Have its audit committee regularly scrutinise sensitive expenditure that results in benefits to the elected members to determine whether it is a proper use of public money	No Action Required (The Council has a legislated gifts and benefits register, which is publicly available and has an Elected Members Support policy, which outlines what benefits the elected members get in support of their role.)

3.0

Norman Waterhouse Recommendations			
No.	**Recommendation**	**Project Stream Addressing**	**Status**
1	The recommendations are not detailed in this report in line with Council resolution 4047 on 26 May 2020 Pursuant to Section 91(7) of the Local Government Act 1999, the Council orders that the following document(s) (or part) shall be kept confidential, being document(s) (or part) relating to a matter dealt with by the Council on a confidential basis under Sections 90(2) and 90(3))h) of the Act: - Attachment(s), specifically, the legal advice provided by Norman Waterhouse Lawyers set out in the report of Norman Waterhouse Lawyers and provided to the Council at its meeting of 26 May 2020; for Item 17.2 on the grounds that the document(s) (or part) relates to: • legal advice Specifically, legal advice provided by Norman Waterhouse Lawyers. This order shall operate until further order and will be reviewed at least annually in accordance with the Local Government Act 1999.	Human Resources	Implemented
2		Policy & Procedure	Implemented
3		Human Resources	Implemented



ICAC IMPLEMENTATION PROGRAM

CITY OF Playford

Recommendations 9-12
Implementation Report

10 September 2021

©
10 September 2021

12 Bishopstone Road,
Davoren Park SA 5113

EVALUATION BACKGROUND

During 2019, Michael Riches, Deputy Commissioner, Independent Commission Against Corruption (ICAC), conducted an evaluation into the practices, policies and procedures of the City of Playford. This concluded on 27 November 2019 when the report was presented to Parliament. Contained in the report were 21 recommendations. The City of Playford established a program of work to address these recommendations. This offered an opportunity to respond to the Deputy Commissioner and for Playford to set a framework for the program to gain maximum benefit while responding to the recommendations made. The Executive Team, with the assistance of internal and external resources, developed the following outcomes for the program.

PROGRAM OUTCOME

Following this, a program of works was established; this included establishing a project team to manage the schedule to ensure each recommendation is met. The ICAC Implementation Program Team will compile supportive evidence for each of the solutions implemented to satisfy the recommendations made by Mr Riches. This report is provided to the Executive Team to assess against the recommendations. Once the Executive is satisfied the recommendations have been addressed, this report will be provided to the ICAC Deputy Commissioner.

CONTEXT

Before the ICAC evaluation, there was a lack of recognition of information as an asset, by some staff. This included the requirement to manage records as evidence of council activities and decisions. There was little to no training for new staff or refresher training for current, on their legal requirement to maintain records. Some managers did not ensure or encourage staff to use the document management system (ECM). The current Records Management Policy was last reviewed in 2006 and didn't reflect current practices or processes.
Mr Riches believes *that:*

Effective records management is also a key driver of integrity. Records are often the only source of information about why decisions were made, who made those decisions and the factors that were considered in coming to the decision.
The hallmarks of an effective records management system should include:

- *effective records management policies and procedures*
- *effective staff training in respect of records management policies and processes*
- *a consistent approach to the creation and storage of records*
- *ongoing oversight and monitoring of compliance with records management requirements*
- *the mandated use, where available, of dedicated records management*
- *repositories that allow for records to be stored, tracked and ultimately disposed of in accordance with legislation*
- *Sufficient resources are deployed to support appropriate records management.*

Given the City of Playford's Records Management Policy has not been reviewed in 13 years, staff have little guidance to Executives expectations when it comes to records management. For this reason, many records are stored in email servers or on network and portable drives. This behaviour creates an integrity risk *'because there is little capacity to track who has uploaded, amended or deleted records.'*

OBSERVATION & RECOMMENDATION

There is a need for the City of Playford to reconsider its approach to records management. Council policy is significantly outdated, electronic systems designed to store official records are poorly utilised and there is widespread misunderstanding of the role of the records management team.

Once new policies have been established, a comprehensive training program must be designed and delivered to all staff. The training program must include elements such as individual records management responsibilities, appropriate storage and disposal of records, and the role of the records management team.
The council must set about ensuring that, to the extent that may be reasonably possible, historical records are captured and stored in accordance with the new regime.

No.	Recommendation
9	Develops a new records management policy with accompanying procedures which reflect contemporary records management practices and, in particular: - mandates the use of an established records management system for the storage of official records except for limited circumstances that are prescribed in the policy; - makes express reference to the appropriate storage of emails in a manner consistent with the State Records Act; - defines the precise responsibility of each employee in respect of the management of official records together with the particular responsibilities given to the records management team.
10	Engages in an audit of records currently held on network drives and within email servers to identify those records that ought to be stored on an approved records management system and, upon the conclusion of such an audit, develop and implement a process for those records to be transferred to those systems.
11	Develops and delivers an education program to all elected members and employees in respect of their records management obligations and the requirements contained within the updated records management policy and procedures.

12	Develops and implements a process for regular audits to ensure records management practices are consistent with policy.

OUR RESPONSE

Effective information management ensures that the right information is available to the right person, in the right format at the right time. To achieve this, controls must be in place to manage our information assets with the support of clear and effective information management and governance practices. It's important that the value of information held by the City of Playford is known and this information is quickly and easily accessible when required.

DEVELOPMENT

In line with the Deputy Commissioners recommendation, the project team, with support from a records management consultant, developed an Information Management Framework (the IM Framework). The Framework approach is consistent with other processes within the City of Playford and replaces the need for a policy and procedures. The purpose of the IM Framework is to provide a consistent enterprise approach to information governance and information management across the City of Playford. The IM Framework provides an accurate reflection of the information management program within the organisation, including information regarding the organisation's information management system(s), disposal arrangements, practices and processes.

In addition, a training module has been developed to assist with the fundamentals of good records management and understanding records responsibilities when creating and managing records. The training spells out the user's requirements and expectations and includes a series of multiple-choice questions to confirm the understanding. A pass mark is set and is managed by the Information Management Team. The training is based on the State Records Act, Information Management Standard and the City of Playford's Information Management Framework, together with the inclusion of benefits of sound information practices.

A statistical report on usage patterns and behaviours has been conducted on network drives, SharePoint and emails. This report provides a baseline for future audits into the ongoing compliance and governance of records management within the City of Playford. In addition, an Information Asset Register (IAR), containing a comprehensive list of information assets held across all storage locations, was developed during workshops with each team. The information collected through the IAR and the audit provided the information to assess and develop a remediation plan.

IMPLEMENTATION

The Information Management Framework is written in accordance with State Records of South Australia Information Management Standard (the Standard), issued under Section 14(1) of the State Records Act 1997 (the Act).

The IM Framework provides Workers with the information and direction needed to meet their obligations under the Act, the Standard and the implementation of good practice information management within the organisation. The IM Framework documents how information assets support councils' business objectives and operations and meet its compliance obligations.

The Information Framework is supported by various other documents, including:

- Information Management Program

- Information Asset Register
- Information Management Operating Model
- Processes and Work Instructions

As the IM Framework and training form part of a larger cultural shift towards records compliance, these materials are planned to be delivered in coordination with developing an organisation-focused Business Classification Schedule and file remediation plan developed by the Information Management Team.

Monthly reporting to all managers, tracking their teams' system usage patterns against the baseline will enable managers and the Information Management Team to monitor trends and provide support in required areas. This regular reporting and targeted auditing are critical in the cultural shift to records compliance.

Plan detailing the remediation of identified records to the current records management system (ECM), targeted for July 2022 completion. To enable the cultural shift required to achieve sustainable framework adherence the plan includes:

- Creation of an enhanced business classification structures to improve the ease to locate records
- Implement records management system(ECM) enhancements to enable an improved user experience
- Delivery of developed system and records training packages, to provide awareness of records responsibility and how to meet them.
- Restriction of access and size of networks drives as records transition to records management system
- Transition of the records team to provide greater focus and capability on governance and support organisation to meet records requirements.
- Implement audit tools to monitor and ensure compliance against the framework's requirements

SUPPORTIVE EVIDENCE

Information Management Framework
The Framework document is in line with other Frameworks with in the City of Playford and provides all staff with a single point of truth regarding expectations and processes regarding records management. The Framework is endorsed by the CEO and will be reviewed every two years or earlier as required.

Information Management Training
Training package developed and to be mandatory for all Workers and new starters. Training also acts as a refresher and will be required to be re-sat periodically.

Information Asset Register (IAR)
Comprehensive list of all information assets held by the City of Playford. Details the risk rating, security, storage location and owner of each asset.

Business Classification Scheme (BCS)
A user-centric approach to filing and storing records in an easy to use structure.

Historical Records Audit Remediation and Migration Report
Recommended approach to historical remediation of records.

Information Management Program
The Information Management Program is to provide an accurate reflection of the information management practices within the organisation, including information regarding the organisation's information management system(s), disposal arrangements, policies, practices and processes.

Remediation Plan
Project plan detailing the tasks to enable the delivery of enhanced Business Classification Structure; Enhancements to ECM, delivery of training packages developed and remediation of records away from network drives.

ASSURANCE

The Information Management Framework was developed in conjunction with records management experts and complies with the State Records Act, South Australia. In addition the Framework is reviewed by the Executive group and endorsed by the CEO. As with all frameworks, the IM Framework will undergo regular reviews to ensure the needs of the organisation are clear and in line with all relevant legislation.

Results from staff training will be retained and recorded to ensure ongoing participation in training. Incidents of non-compliance or below pass grades will receive additional support from the Information Management Team to correct areas of a knowledge gap.

Records audits will be conducted with results to be analysed and reported to the Executive Team on quarterly basis.

STAFF REPORTS

MATTERS TO BE CONSIDERED BY THE COMMITTEE ONLY

Matters for Information.

5.4 STRATEGIC PLAN ALIGNMENT REPORT OCTOBER 2021

Responsible Executive Manager : Mr Barry Porter

Report Author : Ms Sarah Young

Delegated Authority : Matters for Information.

Attachments : 1⇩. Strategic Plan Alignment Report October 2021

Purpose

The purpose of this report is to highlight how the monthly forward agenda is contributing to the delivery of Council's Strategic Plan (2020-24).

STAFF RECOMMENDATION

That the Committee receive the Strategic Plan Alignment Report for October 2021.

Relevance to Strategic Plan

This report outlines how each of the agenda items for October are contributing to the delivery of Council's Strategic Plan 2020-24. The Strategic Plan has an overarching theme of **Community and City Foundations.**

Council already has in place a set of decision-making filters to ensure we plan strategically for the future. These filters are front of mind when making decisions about our services and/or any new projects:

- We will work with other levels of government and stakeholders to ensure we maximise any opportunity to leverage external funding.
- We will finish what we have started in terms of our longer term projects that the community is expecting us to deliver.
- We will ensure that we meet our legislative requirements and legal obligations.
- We will stick to our Finance Strategy to achieve long term financial sustainability while still delivering planned services, responsibly managing debt and promoting the growth of the city.

For the next four years an additional Community and City foundations filter is to:

- Adjust existing services where necessary to ensure foundational needs of our community are being met and only initiate new projects if they are considered foundational or time critical.

These foundational needs were identified by our community and are summarised under the following themes:

- Community Theme 1 - Improving safety and accessibility
- Community Theme 2 - Lifting city appearance
- Community Theme 3 - Connecting with our community and each other
- Community Theme 4 - Supporting business and local employment opportunities
- Community Theme 5 - Using money wisely

Relevance to Public Consultation Policy

There is no requirement to undertake public consultation as part of this report.

Background

In 2019 discussions commenced with Council about its new Strategic Plan and agreement was reached that instead of thinking for just four years ahead, Council would take a longer 12-year approach to strategic planning. This will involve considering what Council can deliver in the next three strategic plans.

Community and City Foundations 2020-24

The desire to focus more on 'foundations' in the coming four years (2020-24) emerged. This Plan will ensure we prioritise the foundational needs of our community, through the services we provide and in any new projects we deliver.

Connecting Our People 2024-28

This plan will focus on areas that help to connect our people to each other and their local community. Our existing services will be adjusted to enhance physical and social connections at the local community level.

Connecting Our Places 2028-32

This plan will focus on projects and services that connect our places. This means adjusting existing services where necessary to enhance connections across the city and initiating projects to help connect key places across the city.

The image below outlines how the three plans and focus areas will interact with each other over the coming twelve years.

Current Situation

The Strategic Plan 2020-24 was developed based on extensive community engagement and was adopted by Council at the 25 January 2021 Ordinary Council meeting. Attachment 1 includes details of how the items that will be considered by Council in October 2021 align to the delivery of the Strategic Plan 2020-24.

Future Action

The Committee will receive future monthly reports.

Strategic Plan Alignment Report – October 2021

Council has in place a set of decision making filters to ensure we plan strategically for the future. These filters are front of mind when making decisions about our services and/or any new projects:

- We will work with other levels of government and stakeholders to ensure we maximise any opportunity to leverage external funding.
- We will finish what we have started in terms of our longer term projects that the community is expecting us to deliver.
- We will ensure that we meet our legislative requirements and legal obligations.
- We will stick to our Finance Strategy to achieve long term financial sustainability while still delivering planned services, responsibly managing debt and promoting the growth of the city.

For the next four years an additional Community and City Foundations filter is to:

- Adjust existing services where necessary to ensure foundational needs of our community are being prioritised and only initiate new projects if they are considered foundational or time critical.

These foundational needs were identified by our community and are summarised under the following themes in our **Strategic Plan 2020-24**:

Community Theme 1
Improving safety and accessibility

Community Theme 2
Lifting city appearance

Community Theme 3
Connecting with our community and each other

Community Theme 4
Supporting business and local employment opportunities

Community Theme 5
Using money wisely

Each of the Council forward agenda items for October are listed below, helping to explain how they relate to the delivery of Council's Strategic Plan (2020-24).

Item	Relevance to Strategic Plan	Last time item considered	Previous Council resolutions
STRATEGY & SERVICES COMMITTEE – 12 October			
ICAC Implementation Program – Final Report	*Community Theme 3 Connecting with our community and each other* This report provides an update of the progress of the ICAC Evaluation Implementation Program. Recommendations made by the Deputy Commissioner in his report cover key foundational elements every business should build on. By completing this program of work, the council will strengthen our foundations and set us up to deliver better outcomes for the community in the future.	28 September 2021 Ordinary Council	Resolution 4762 *Council note and receive the Monthly Status Update (Attachment 1), ICAC Recommendation 17 Implementation Report (Attachment 2).*
Community Development and Event Grant – 2021/22 Round 1	*Community Theme 3 Connecting with our community and each other* Community Development Grants provide part-funding for community groups and organisations to deliver locally based events and activities.	This is a new item, however note that Round 2 was considered by Council in April 2021.	N/A

Item	Relevance to Strategic Plan	Last time item considered	Previous Council resolutions
Welcoming Cities Update	*Community Theme 3 Connecting with our community and each other* The City of Playford has a diverse and multicultural community. Providing more structure around our engagement with, and delivery of outcomes to, our first nation's peoples and multicultural communities will deliver benefits to our whole community. *Community Theme 5 Using money wisely* Our intent in increased activity in engaging with cultural diversity through strategy and actions is to continue to deliver services that ensure the foundational needs of our community are being prioritised. Maintaining our focus on making the most of existing resources and continually reviewing the best way to do things.	9 June 2020 Strategic Planning Committee 17 November 2020 Designated Informal Gathering	Resolution 4054 *1. That Council endorses becoming a Committed member level of Welcoming Cities.* *2. Council considers its future membership level of Welcoming Cities in line with the effectiveness of Councils ATSI and CALD service delivery.*

Item	Relevance to Strategic Plan	Last time item considered	Previous Council resolutions
DESIGNATED INFORMAL GATHERING – 12 October			
2021 Community Survey Results	*Community Theme 3 Connecting with our community and each other*	This is a new item	N/A
Quarterly Report Discussion	*This item relates to all Community Themes and decision making filters in the strategic Plan.*	This is a new item	N/A
Stretton Centre and Virginia Horticulture Centre Update	*Community Theme 3 Connecting with our community and each other* *Community Theme 4 Supporting business and local employment opportunities*	16 March 2021 Services Committee (Virginia Horticulture Centre) 20 April 2021 Designated Informal Gathering (Stretton Centre)	Confidential Resolution 4463 N/A
DESIGNATED INFORMAL GATHERING – 19 October			
Review of the Four Year Delivery Plan and Strategic Plan Progress Update	*This item relates to all Community Themes and decision making filters in the strategic Plan.*	This is a new item	N/A
CBD and Health Precinct Update	*We will finish what we have started in terms of our longer term projects that the community is expecting us to deliver.* *Community Theme 3 Connecting with our community and each other*	22 September 2020 Ordinary Council 13 July 2021 Special Council	Confidential Resolution 4244 Confidential Resolution 4678

Item	Relevance to Strategic Plan	Last time item considered	Previous Council resolutions
ORDINARY COUNCIL – 26 October			
Budget Update Report	*Ensuring we meet our legislative requirements and legal obligations* *Sticking to our Finance Strategy to achieve long term financial sustainability while still delivering planned services, responsibly managing debt and promoting the growth of our city.* *Community Theme 5 using money wisely* This item ensures that we are meeting our legislative requirements under the Local Government (Financial Management) Regulations 2011 and S123 (13) of the Local Government Act 1999. It also provides transparent financial reporting to our community by illustrating how our Finance Strategy is achieving long term financial sustainability.	28 September 2021 Ordinary Council	Resolution 4964 *That Council receives the Budget Update report for the Period ending 31 August 2021.*

Appointment of Council Assessment Panel Council Member Representative	*Ensuring we meet our legislative requirements and legal obligations* *Community Theme 1 - Improving safety and accessibility* The Council Assessment Panel makes decisions on complex Development Applications that can result in public realm infrastructure requirements. *Community Theme 2 – Lifting City Appearance* The Council Assessment Panel makes decisions on complex Development Applications that facilitate the growth of our City and public realm upgrades, requiring quality planning outcomes for our community. *Community Theme 4 – Supporting business and local employment opportunities* The Council Assessment Panel makes decisions on complex Development Applications that facilitate commercial and industrial growth and regeneration.	26 November 2019 Ordinary Council	Resolution 3837 *1. Council appoint Cr Coppins as the Council representative and Cr Smallwood-Smith as the Deputy Council representative on the Council Assessment Panel for a two year term until 30 November 2021.* *2. If required, the private ballot process outlined in the Code of Practice for Council and Committee Meetings – Section 6.16 will be utilised to elect the representatives, with the results of the ballot becoming the outcome.*

Council Meeting Schedule December 2021 to December 2022	*Ensuring we meet our legislative requirements and legal obligations*	This is a new item	N/A
Revocation of the Informal Gathering Policy	*Ensuring we meet our legislative requirements and legal obligations* Proclamation of the first round of Local Government Statute Amendments on 16 September 2021 has revoked Section 90(8)(a)-(e) revoking the legislative need for a policy on the holding of informal gatherings.	This is a new item	N/A
Appointment to the Corporate Governance Committee	*Ensuring we meet our legislative requirements and legal obligations* The purpose of the Corporate Governance Committee is to ensure effective corporate governance and legislative compliance of Council business. Effective corporate governance is an essential requirement to enable Council to achieve the objectives and strategies in the Annual Business Plan, Long Term Financial	24 September 2019 Ordinary Council	Resolution 3746 *1. Council appoint Cr Onuzans for the term 1 November 2019 to 31 October 2021.* *2. Council reappoint Mr Martin White as an Independent Member to the Corporate Governance Committee for the term 1 November 2019 to 31 March 2022.* *3. Council extend the appointment of Mr Damian Pulgies as an Independent Member to the Corporate Governance Committee to 31 December 2019.* *4. Council commence recruitment for the pending vacant Independent Member position that will occur in December 2019.* *5. If required, the private ballot process outlined in the Code of Practice for Council and Committee Meetings – Section 6.16 be utilised to elect the committee representatives, with the results of the ballot becoming the outcome.*

	Plan and Asset Management Plans.		
Litigation Matter – Public Lighting	*Ensuring we meet our legislative requirements and legal obligations*	27 July 2021 Ordinary Council	Confidential Resolution 4693