



NOTICE

of

ORDINARY COUNCIL MEETING

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

TO BE HELD IN

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

ON

TUESDAY, 19 DECEMBER 2023 AT 7:00PM

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

**SAM GREEN
CHIEF EXECUTIVE OFFICER**

Issue Date: Thursday, 14 December 2023

MEMBERSHIP

MAYOR GLENN DOCHERTY – PRINCIPAL MEMBER

Cr Akram Arifi
Cr Andrew Craig
Cr David Kerrison
Cr Jane Onuzans
Cr Tanya Smiljanic

Cr Marilyn Baker
Cr Shirley Halls
Cr Clint Marsh
Cr Peter Rentoulis
Cr Katrina Stroet

Cr Zahra Bayani
Cr Chantelle Karlsen
Cr Misty Norris
Cr Gay Smallwood-Smith
Cr Rebecca Vandeppear

**City of Playford
Ordinary Council Meeting**

AGENDA

TUESDAY, 19 DECEMBER 2023 AT 7:00PM

1 ATTENDANCE RECORD

1.1 Present

1.2 Apologies

Cr Tanya Smiljanic - Leave of Absence

Cr Zahra Bayani - Leave of Absence

1.3 Not Present

2 CONFIRMATION OF MINUTES

RECOMMENDATION

The Minutes of the Ordinary Council Meeting held 28 November 2023 be confirmed as a true and accurate record of proceedings.

3 DECLARATIONS OF INTEREST

4 MAYOR'S REPORT

5 REPORTS OF REPRESENTATIVES OF COUNCIL ON OTHER ORGANISATIONS

6 REPORTS BY COUNCILLORS

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7 REPORTS OF REPRESENTATIVES (CONFERENCES & TRAINING PROGRAMS)

8 QUESTIONS WITHOUT NOTICE

9 QUESTIONS ON NOTICE

Cr Kerrison – Cornishman's Hill Road

History

At the Ordinary Council Meeting held on 28 November 2023, Cr Kerrison asked the following question.

Question

There continues to be a large amount of gravel washing across the road on Cornishman's Hill Road which is a major concern to me and residents, that the road is a safety risk.

1. When will this be resolved?
2. Given that the road has just been upgraded who is responsible – the design, Contractor or the City of Playford?

Answer

Separate design and construction contracts for the upgrade of Cornishman's Hill Road were awarded by Council, with construction undertaken between January to October 2022.

As noted in the *Rural Road Delivery Program Response to Motion on Notice Report* to the Ordinary Council Meeting in May 2023 (Council Resolution 5418):

When rural road renewal or upgrades involve pavement reconstruction and not just replacement of the seal, the scope generally includes works to move towards meeting the requirements of the Austroads guidelines. This often includes widening of the road to meet recommended minimum lane widths, and formalising of the roadside drainage by cutting or altering the swales.

This may require alteration to the verge slashing technique (e.g tractor mowing replaced by outreach arm slashing), and until the vegetation in the newly formed swales is established there may be short term erosion that is addressed by maintenance.

Staff will be considering on a case-by-case basis the inclusion of a funding allocation in the project budget to cover establishment maintenance of newly formed drainage swales.

The Cornishman's Hill Road upgrade was approximately 1.1km in length, and an approximately 150m length of the verge where the terrain is very steep and curved, is continuing to experience some scouring and minor wash out on to the road. The most recent occurrence being Tuesday 28 November 2023 where after extremely heavy rainfall overnight maintenance crews were advised on Tuesday morning, and attended site prior to lunchtime.

Funding is available within the project budget to undertake some heavy pruning and removal of Olive trees which will permit verge re-shaping works in this area to both sides of the road.

The verge shaping works will be undertaken by City of Playford crews, with the tree removals being undertaken by a specialist contractor.

It is anticipated that this work will commence in early 2024 and will take approximately one week.

Cr Jane Onuzans – Stormwater Management between Queen Street and Jane Street in Smithfield**History**

At the Ordinary Council Meeting held on 28 November 2023, Cr Onuzans asked the following question.

Question

Could staff provide an update regarding the stormwater management between Queen Street and Jane Street in Smithfield, covering the following:

- (a) The historical work done in previous years,
- (b) Anticipated costs if there are any further developments and
- (c) The placement of this work in the priority list of projects.

Mr Welsh confirmed that work has been funded by Council and took the question on notice with a response to be provided at the next meeting.

Answer

Detailed design and construction of stormwater infrastructure for Queen Street and Jane Street in Smithfield were funded (\$212,000) in the 2023/24 Annual Business Plan (see snip below from page 43 of the ABP).

Minor Stormwater Projects – Queen Street and Jane Street – Detailed Design and Construction

This project will address nuisance flooding across Queen Street and Jane Street, Smithfield, reducing the frequency and/or extent of ponding currently experienced by residents.

Concept designs identified the need for two new side entry pits (SEPs) at the low point of Queen Street to ensure the trapped water that currently ponds on the street is effectively drained to Smith Creek. Two new SEPs are also identified to capture the flow of water coming down Jane Street.

Detailed design has been completed and tenders have closed for the construction works. These were packaged for market with other minor stormwater projects. A construction contract will be awarded shortly, with works to be undertaken prior to the end of the financial year.

10 PETITIONS

- 10.1 Petition - Double Story House on Shribank Street, Munno Para (Attachment)10

11 DEPUTATION / REPRESENTATIONS

Nil

12 MOTIONS WITHOUT NOTICE

13 MOTIONS ON NOTICE

Nil

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Matters for Information

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16 INFORMAL DISCUSSION

Nil

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Matters which cannot be delegated to a Committee or Staff

- 17.1 NAWMA Board Appointment - Independent Chairperson (Attachments).....81

18 CLOSURE

Reports by Councillors

6.1 INFORMATION SESSION RECORD OF ATTENDANCE

Contact Person: Sam Green

Information Session Record of Attendance

- The Information Session Record of Attendance for December 2023 is provided below.

	5 December 2023 Start: 7:00pm Finish: 8:27pm		12 December 2023 Start: 7:49pm Finish: 10:00pm	
	Attendance	Attendance Comment	Attendance	Attendance Comment
Mayor Glenn Docherty	✓	Arrived at 7:01pm due to CGC attendance	✓	
Cr Akram Arifi	✓		✓	
Cr Andrew Craig	✓		✓	
Cr Chantelle Karlsen	✓		✓	
Cr Clint Marsh	✓		✓	
Cr David Kerrison	✓		✓	
Cr Gay Smallwood-Smith	✓		✓	
Cr Jane Onuzans	✓		✓	
Cr Katrina Stroet	✓		✓	
Cr Marilyn Baker	✓		✓	
Cr Misty Norris	✓		✓	
Cr Peter Rentoulis	✓		Not Present	
Cr Rebecca Vandeppear	✓		✓	
Cr Shirley Halls	✓	Arrived at 7:05pm due to CGC attendance	✓	
Cr Tanya Smiljanic	Not Present		✓	
Cr Zahra Bayani	Leave of absence		Leave of absence	

Petitions

10.1 PETITION - DOUBLE STORY HOUSE ON SHRIBANK STREET, MUNNO PARA

Contact Person: Sam Green

Attachments : 1 [↓](#). Petition

Council has received a petition on 8 December 2023 from Councillor Karlsen on behalf of the head petitioner Paul Buchli.

The petition is to inform Council of a double story house being built on Shribank Street, Munno Para that has clear windows on the upper floor. These windows look directly into the backyards of surrounding homes, which removes any privacy for these residents.

10 signatories are included on the petition.

The petition is attached.








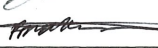

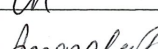
This request has been assessed and will be actioned through Council's customer request processes.

STAFF RECOMMENDATION

Council receive and note the petition.

Petition to [Action Petitioned For]

Petition Summary and Background:	To the Mayor and Councillors Assembled The City of Playford
Action Petitioned For:	We the Ratepayers and Residents of the CITY of PLAYFORD inform Council that it be informed of a double story house being built in Shribank street Munno Para with clear windows in the upper floor that look directly into the back yards of surrounding homes, thus removing any privacy that these Residents had

Printed Name	Signature	Address	Comment	Date
Beau Hayes		2 Scarlet ave		20/11/23
Steph Delasalle		" "		20/11/23
Paris Graham		3 Scarlet ave		20/11/23
Mel Westover		6 Scarlet ave		20/11/23
Anthony Westover		6 Scarlet ave		20/11/23
SHAO		12 SCARLET		21/11/23
PAIGE MONTGOMERY		10 SCARLET AVE		25/11/23
Callan Montgomery		10 Scarlet Ave		25/11/23
Amanda Buchli		13 Shribank Street		28/11/23
Paul Buchli		" " " " " "		28/11/23

COMMITTEE REPORTS

CORPORATE GOVERNANCE COMMITTEE

***Matters which have been
delegated to staff but they have
decided not to exercise their
delegation***

14.1 RISK APPETITE STATEMENT AND RISK MANAGEMENT FUNDAMENTAL PRINCIPLES

Responsible Executive Manager : Sam Green

Report Author : David Gustafson

Delegated Authority : Matters which have been delegated to staff but they have decided not to exercise their delegation

Attachments :

1. [Reviewed Risk Appetite Statement](#)
2. [Reviewed Risk Appetite Statement - With Track Changes](#)
3. [Reviewed Risk Management Fundamental Principles](#)
4. [Reviewed Risk Management Fundamental Principles - With Track Changes](#)

PURPOSE

The purpose of this report is for Council to consider and endorse the reviewed Risk Appetite Statement and Risk Management Fundamental Principles.

STAFF RECOMMENDATION

1. That Council endorse the Risk Appetite Statement (*Attachment 1*)
2. That Council note the Reviewed Risk Management Fundamental Principles (*Attachment 3*)
3. That Council delegate endorsement of the Risk Management Fundamental Principles document and future reviews to the CEO.

COMMITTEE RECOMMENDATION

5673

1. That Council endorse the Risk Appetite Statement (*Attachment 1*).
2. That Council note the Reviewed Risk Management Fundamental Principles as edited by the Corporate Governance Committee (*Attachment 3*).
3. That Council delegate endorsement of the Risk Management Fundamental Principles document and future reviews to the CEO.

EXECUTIVE SUMMARY

The Risk Appetite Statement and Risk Management Fundamental Principles ('the Risk Principles') set Council's overarching commitment to managing risk across the organisation. The two documents are due for a scheduled review and are presented to Council with recommended changes.

In reviewing these documents, it has been identified that the Risk Principles essentially act as an internal document that applies to Council staff as opposed to the elected Council. As this document has previously been endorsed by Council the recommendation is for Council to delegate endorsement of this document and any future reviews to the CEO. The Risk Appetite Statement will still be presented to Council, with the recommended changes.

1. BACKGROUND

Council has previously endorsed the Risk Appetite Statement and Risk Principles at the Ordinary Council meeting on 27 April 2021. Both documents have a scheduled review within 12 months of a periodic election.

2. RELEVANCE TO STRATEGIC PLAN

This item ensures that Council sets a high-level commitment to risk management. The effective management of risk is critical to ensuring we can achieve the objectives set out in the Council's Strategic Plan 2020-24.

3. PUBLIC CONSULTATION

There is no requirement for public consultation related to this item.

4. DISCUSSION

- 4.1 It is the role of Council to provide the high-level intent and commitment to risk management. Council has previously done this by endorsing the Risk Appetite Statement and Risk Principles.
- 4.2 In addition to the two Council endorsed documents, an Integrated Risk Management Framework (IRMF) is in place, which is endorsed by the CEO. The IRMF sets a structured risk management process for the organisation to ensure we are meeting the intention of the Risk Appetite Statement and Risk Principles.
- 4.3 The Risk Appetite Statement provides guidance on where the City of Playford is willing to engage with higher levels of risk for a greater opportunity and benefit in achieving objectives. The statement sets the risk appetite across six major risk categories: Service Delivery, Financial Sustainability, Reputation, Environmental Impact, Regulatory Compliance and Work Health and Safety.
- 4.4 Risk appetite is considered in all business activities and is important in stimulating debate and providing guidance and clarity on the acceptable level of risk-taking in day-to-day decision making. The reviewed Risk Appetite Statement for Council consideration is provided at *Attachment 1*. A version with the tracked changes is included at *Attachment 2*.
- 4.5 The recommended changes to the Risk Appetite Statement are minor changes to wording, grammar and formatting throughout the document. There are no proposed changes to the appetite level for each risk category, however the colour of the boxes within the Risk Appetite scale have been updated to reflect the corresponding level of risk within the risk matrix. The reason for this change is to assist workers to easily identify the link between risk assessments and the risk appetite of Council.
- 4.6 The Risk Principles are a set of eight principles which provide the key guiding direction for Council on matters relating to the management of risk.
- 4.7 The recommended changes to the Risk Principles are the inclusion of the third Foundation Principle, Attend to the Needs of Others, within Fundamental Principle number 3 and minor changes to grammar throughout the document. The reviewed Risk Principles document is provided at *Attachment 3*. A version with the tracked changes is included at *Attachment 4*.

- 4.8 In reviewing the Risk Principles, it has been identified that they essentially act as an internal document that applies to Council staff as opposed to the elected Council. As such it would be more appropriate to delegate endorsement of this document to the CEO.

5. OPTIONS

Recommendation

1. That Council endorse the Risk Appetite Statement (*Attachment 1*)
2. That Council note the Reviewed Risk Management Fundamental Principles (*Attachment 3*)
3. That Council delegate endorsement of the Risk Management Fundamental Principles document and future reviews to the CEO.

Option 2

1. That Council endorse the Risk Appetite Statement (*Attachment 1*) with the following changes:

- _____
- _____
- _____

2. That Council note the Reviewed Risk Management Fundamental Principles (*Attachment 3*)
3. That Council delegate endorsement of the Risk Management Fundamental Principles document and future reviews to the CEO.

Option 3

That Council do not endorse the Risk Appetite Statement and Risk Management Fundamental Principles and instruct Administration to review and rewrite the documents to be brought back to Council at a later meeting.

6. ANALYSIS OF OPTIONS

6.1 Recommendation Analysis

6.1.1 Analysis & Implications of the Recommendation

The endorsement of the Risk Appetite Statement and delegating endorsement of the Risk Principles, provides clear guidance and direction to management in Council's overarching commitment to risk and willingness to accept risk (appetite).

The benefit to having these documents in place is that it encourages a culture where innovative and progressive opportunities can be considered while taking a measured approach to risk management.

Risk Appetite

Reputation

Council has a low appetite for negative perceptions that compromise its credibility and reputation, achievement of its long-term vision (Playford Community Vision 2043) and strategic objectives, or ability to maintain its status as a progressive and major growth Council.

This decision will demonstrate to the community Council's commitment to managing risk while achieving its long-term vision.

6.1.2 Financial Implications

There are no financial or resource implications.

6.2 Option 2 Analysis

6.2.1 Analysis & Implications of Option 2

Option 2 provides the same benefits as above; however, Council may want to consider some amendments to the Risk Appetite Statement.

6.2.2 Financial Implications

There are no direct financial implications for option 2. However, endorsing a different appetite for risk may have a positive or negative financial impact on future decisions.

6.3 Option 3 Analysis

6.3.1 Analysis & Implications of Option 3

Council may determine that the Risk Appetite Statement and/or Risk Principles require further amendments and request Administration to make changes and present updated documents for Council consideration at a future meeting.

6.3.2 Financial Implications

Making further amendments will require some staff time to review the documents, this can be done within existing resources.

Risk Appetite Statement



Benefits of Risk Appetite Statement

The City of Playford (COP) Risk Appetite Statement (willingness to accept risk) provides guidance on where the COP is willing to engage with higher levels of risk for a greater opportunity and benefit and to achieve our strategic objectives. The international standard for Risk Management - Guidelines (ISO 31000:2018) describes risk as: *"the effect of uncertainty (either positive, negative or both) on objectives"*. Understanding risk appetite stimulates debate; provides guidance and clarity on the acceptable levels of risk-taking in day-to-day decision making; supports a consistent approach across the organisation; and provides the basis for consistent communication to different stakeholders (e.g. community, customers, employees, external regulators, and business partners).

The COP expects all employees to understand our risk appetite and appropriately manage risks. A risk aware culture provides an environment where innovation and creativity are encouraged through risk-based decision making to support the achievement of strategic objectives. The Risk Appetite Statement should be considered in all business activities and at all stages of work. All COP employees are responsible for having regular risk conversations that are open and transparent; achieve set outcomes; are held at all levels of the organisation; and result in effective decision making.

Risk Appetite

The COP faces a range of risks arising from its core operational activities as well as risks inherent in the delivery of its strategic objectives and major projects. In general, the COP's appetite for risk reflects a commitment to:

- **Financial Sustainability-** that supports delivering services, maintaining assets, and achieving strategic objectives in a financially sustainable manner
- **Service Delivery-** including enhancing existing services and programs to improve the social, recreation and health and wellbeing outcomes for residents and meeting the needs of the community
- **Protecting Reputation-** including maintaining public confidence in the achievement of the long-term vision (Community Vision 2043) and strategic objectives; working collaboratively with the State Government, as well as industry, community, and neighbouring councils
- **Regulatory Compliance-** with applicable laws and regulations, including work health and safety, and environmental protection

The COP accepts there is a certain level of inherent risk in working to drive social and economic transformation that is needed to revitalise Playford through investments, such as major projects and Council initiatives, a commitment to the delivery of infrastructure, and looking more broadly for opportunities to grow and develop the community. The COP acknowledges that effectively identifying and managing emerging risks is integral to maintaining our status as a progressive and major growth Council.

Risk Appetite Scale

CONTROLLED (Zero Tolerance)	CAUTIOUS (Low)	ACCEPTING (Moderate)	OPEN (High)
Willingness to accept no risk at all <i>Avoidance of risk and uncertainty is a key objective</i>	Willingness to accept very little risk <i>Prefer safe options with little risk of adverse exposure</i>	Willingness to accept some reasonable risk <i>Willing to consider all options that are most likely to result in successful delivery, while also providing a reasonable degree of protection from high risks</i>	Willingness to accept a high level of risk <i>Eager to engage with risks where the benefit is much greater</i>
No risk appetite No appetite for any form of risk and uncertainty as a key organisational objective. The COP accepts only safe and certain core operations, service delivery and investment options.	Risk-averse position Avoidance of most risk, and uncertainty as a key organisational objective. The COP's preference is for safe and certain core operations, service delivery and investment options.	Accepting approach to risk Accepting a moderate degree of risk, and uncertainty in -core operations, service delivery and investment options. The COP's preference is for sustainable, efficient, and effective options.	Risk-seeking position The COP is innovative and entrepreneurial in its strategy and delivery of business objectives and chooses core operations, service delivery and investment options offering high customer satisfaction / service quality / return on investment, despite greater inherent risk and uncertainty, in these activities.

Risk Appetite Ratings

The City of Playford has rated its risk appetite across the six major risk types as set out below.

Risk Type	Willingness To Accept Risk			
	CONTROLLED (Zero Tolerance)	CAUTIOUS (Low)	ACCEPTING (Medium)	OPEN (High)
Service Delivery			X	
Financial Sustainability		X		
Reputation		X		
Environmental Impact		X		
Regulatory Compliance	X			
Work Health & Safety	X			

Service Delivery

CONTROLLED (Zero Tolerance)	CAUTIOUS (Low)	ACCEPTING (Moderate)	OPEN (High)
<i>Avoidance of risk and uncertainty is a key objective</i>	<i>Prefer safe options with little risk of adverse exposure</i>	<i>Willing to consider all options that are most likely to result in successful delivery, while also providing a reasonable degree of protection from high risks</i>	<i>Eager to engage with risks where the benefit is much greater</i>
<p>The COP has a MODERATE appetite for supporting and enhancing existing services and programs to improve the social, recreation and health and wellbeing outcomes for residents, as well as driving social and economic transformation through 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.</p> <p>The COP will increasingly use innovative problem-solving approaches and smart technological solutions to ensure it makes best use of available resources to meet stakeholder and community demands and improve performance. The COP will adhere to its customer guarantee which outlines how it communicates better with customers, strengthens customer service, and supports the delivery of customer-focused services.</p> <p>The COP will implement service standards that articulate: the level of service Council delivers; the expected community outcome and benefit; community cost / investment; and community measures.</p>			

Financial Sustainability

CONTROLLED (Zero Tolerance)	CAUTIOUS (Low)	ACCEPTING (Moderate)	OPEN (High)
<i>Avoidance of risk and uncertainty is a key objective</i>	<i>Prefer safe options with little risk of adverse exposure</i>	<i>Willing to consider all options that are most likely to result in successful delivery, while also providing a reasonable degree of protection from high risks</i>	<i>Eager to engage with risks where the benefit is much greater</i>
<p>The COP has a LOW appetite for short-term financial risk that adversely impacts on the delivery of the Long Term Financial Plan (LTFP) and the COP's overall financial stability and sustainability. The LTFP ensures Council can deliver services, maintain assets, and achieve its strategic objectives in a financially sustainable manner.</p>			

Reputation

CONTROLLED (Zero Tolerance)	CAUTIOUS (Low)	ACCEPTING (Moderate)	OPEN (High)
<i>Avoidance of risk and uncertainty is a key objective</i>	<i>Prefer safe options with little risk of adverse exposure</i>	<i>Willing to consider all options that are most likely to result in successful delivery, while also providing a reasonable degree of protection from high risks</i>	<i>Eager to engage with risks where the benefit is much greater</i>
<p>The COP has a LOW appetite for negative perceptions that compromise its credibility and reputation and the achievement of its long-term vision (Community Vision 2043) and strategic objectives, or ability to maintain its status as a progressive and major growth Council.</p> <p>The COP's reputation for integrity and competence and maintaining public confidence should not be compromised with key stakeholders, the community, and the Government.</p> <p>The COP will plan for proactive media advice and management and be prepared for reputation and crisis management advice and support.</p>			

Environmental Impact

CONTROLLED (Zero Tolerance)	CAUTIOUS (Low)	ACCEPTING (Moderate)	OPEN (High)
<i>Avoidance of risk and uncertainty is a key objective</i>	<i>Prefer safe options with little risk of adverse exposure</i>	<i>Willing to consider all options that are most likely to result in successful delivery, while also providing a reasonable degree of protection from high risks</i>	<i>Eager to engage with risks where the benefit is much greater</i>
<p>The COP has a LOW appetite for discretionary environmental impacts that may arise from its business strategies and operations.</p> <p>The COP is committed to managing the environmental impact of its activities by seeking to develop solutions that reduce both environmental impacts and costs.</p> <p>The COP will promote the principles of ecologically sustainable development that incorporates avoiding, remedying or mitigating adverse effects of activities on the environment.</p> <p>As far as is reasonably practicable, appropriate measures will be taken to protect, restore, and enhance the quality of the environment; and prevent, reduce, minimise and where practicable, eliminate harm to the environment.</p>			

Regulatory Compliance

CONTROLLED (Zero Tolerance)	CAUTIOUS (Low)	ACCEPTING (Moderate)	OPEN (High)
<i>Avoidance of risk and uncertainty is a key objective</i>	<i>Prefer safe options with little risk of adverse exposure</i>	<i>Willing to consider all options that are most likely to result in successful delivery, while also providing a reasonable degree of protection from high risks</i>	<i>Eager to engage with risks where the benefit is much greater</i>
<p>The COP has ZERO TOLERANCE for risks of non-compliance with applicable legislation including but not limited to: Local Government Act 1999; Independent Commissioner Against Corruption Act 2012; Work Health & Safety Act 2012; Environment Protection Act 1993; Planning, Development and Infrastructure Act 2016; Equal Opportunity Act 1984; Return to Work Act 2014.</p>			

Work Health and Safety

CONTROLLED (Zero Tolerance)	CAUTIOUS (Low)	ACCEPTING (Moderate)	OPEN (High)
<i>Avoidance of risk and uncertainty is a key objective</i>	<i>Prefer safe options with little risk of adverse exposure</i>	<i>Willing to consider all options that are most likely to result in successful delivery, while also providing a reasonable degree of protection from high risks</i>	<i>Eager to engage with risks where the benefit is much greater</i>
<p>The COP has ZERO TOLERANCE for risks that jeopardise compliance with work health and safety laws and put the physical and mental health of people in danger.</p> <p>The COP is committed to creating a safe working environment for all employees, contractors, volunteers, visitors and members of the public.</p> <p>The COP is committed to the highest standards of WHS through excellent leadership, empowerment, teamwork, individual commitment, and accountability, so that no one's health and safety is put at risk by what we do.</p> <p>The COP's safety goals will incorporate: reduced incidence of work-related injury or illness; reduced exposure to hazards and risks; improved hazard controls; and improved work health and safety systems.</p>			

Administration use only

ECM document set no.	3550423
Version no.	3
Endorsed by	Council
Resolution no.	TBA
Legal requirement	Nil
Review schedule	Within 12 months of a periodic election
Date of current version	TBA
Date of next review	August 2027

Version history

Version no.	Approval date	Approval by	Change
1	25 June 2019	Council	New Document
2	27 April 2021	Council	Endorsement to align with Risk Management Fundamental Principles
3	TBA	Council	Minor changes to formatting and wording throughout.



Benefits of Risk Appetite Statement

The City of Playford (COP) Risk Appetite Statement (willingness to accept risk) provides guidance on where the COP is willing to engage with higher levels of risk for a greater opportunity and benefit and to achieve our strategic objectives. The international standard for Risk Management - Guidelines (ISO 31000:2018) describes risk as: *"the effect of uncertainty (either positive, negative or both) on objectives"*. Understanding risk appetite stimulates debate; provides guidance and clarity on the acceptable levels of risk-taking in day-to-day decision making; supports a consistent approach across the organisation; and provides the basis for consistent communication to different stakeholders (e.g. community, customers, employees, external ~~regulators~~regulators, and business partners).

Engagement is Key

The COP expects all employees to understand our risk appetite and appropriately manage risks. A risk aware culture provides an environment where innovation and creativity isare encouraged through risk-based decision making to support the achievement of strategic objectives. The ~~–~~ Risk Appetite Statement should be considered in all business activities and at all stages of work. All COP employees are responsible for having regular risk conversations that are open and transparent; achieve set outcomes; are held at all levels of the organisation; and result in effective decision making.

Risk Appetite

The COP faces a range of risks arising from its core operational activities as well as risks inherent in the delivery of its strategic objectives and major ~~growth~~ projects. In general, the COP's appetite for risk reflects a commitment to:

- ~~Long-Term~~ **Financial Sustainability**, that supports delivering services, maintaining ~~assets~~assets, and achieving ~~its~~ strategic objectives in a financially sustainable manner.
- **Service Delivery**, including enhancing existing services and programs to improve the social, recreation and health and wellbeing outcomes for residents and meeting the needs of the community.
- **Protecting ~~its~~ Reputation**, ~~for integrity and competence~~, including maintaining public confidence in the achievement of the ~~long-term~~long-term vision (Community Vision 2043) and strategic objectives; ~~and~~ working collaboratively with the State Government, as well as, industry, community, and neighbouring councils.
- **Regulatory Compliance**, with applicable laws and regulations, including ~~W~~work ~~H~~health and ~~Safety~~, and safety, and environmental protection.

The COP accepts there is a certain level of inherent risk in working to drive social and economic transformation that is needed to revitalise Playford through ~~a number of~~ investments, such as major projects and Council initiatives, a commitment to the delivery of infrastructure, and looking more broadly for opportunities to grow and develop the community. The COP acknowledges that effectively identifying and managing ~~these~~ emerging risks is integral to maintaining our status as a progressive and major growth Council.

Risk Appetite Scale

CONTROLLED (Zero Tolerance)	CAUTIOUS (Low)	ACCEPTING (Moderate)	OPEN (High)
<p>Willingness to accept no risk at all</p> <p><i>Avoidance of risk and uncertainty is a key objective</i></p>	<p>Willingness to accept very little risk</p> <p><i>Prefer safe options with little risk of adverse exposure</i></p>	<p>Willingness to accept some reasonable risk</p> <p><i>Willing to consider all options that are most likely to result in successful delivery, while also providing a reasonable degree of protection from high risks</i></p>	<p>Willingness to accept a high level of risk</p> <p><i>Eager to engage with risks and opportunities where the potential benefit is much greater</i></p>
<p>No risk appetite</p> <p>There is zero tolerance / no appetite for any form of risk, complexity and uncertainty as a key organisational objective. The COP accepts only safe and certain core operations, service delivery and investment options.</p>	<p>Risk-averse position</p> <p>There is a avoidance of any form of most risk, complexity and uncertainty as a key organisational objective. The COP's preference is for safe and certain core operations, service delivery and investment options.</p>	<p>Accepting approach to risk</p> <p>The COP accepts a moderate degree of risk, complexity and uncertainty in its core operations, service delivery and investment options. It seeks The COP's preference is for sustainable, efficient, and effective options, that have a low degree of inherent risk.</p>	<p>Risk-seeking position</p> <p>The COP is innovative and entrepreneurial in its strategy and delivery of business objectives and chooses core operations, service delivery and investment options offering higher customer satisfaction / service quality / return on investment, despite greater inherent risk and uncertainty, and complexity in these activities.</p>

Risk Appetite Ratings

The City of Playford has rated its risk appetite across the six major risk types as set out below.

Risk Type	Willingness to Accept Risk			
	CONTROLLED (Zero Tolerance)	CAUTIOUS (Low)	ACCEPTING (Medium)	OPEN (High)
Service Delivery			X	
Financial Sustainability		X		
Reputation		X		
Environmental Impact		X		
Regulatory Compliance	X			

Work Health & Safety	X			
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Service Delivery

CONTROLLED (Zero Tolerance)	CAUTIOUS (Low)	ACCEPTING (Moderate)	OPEN (High)
<i>Avoidance of risk and uncertainty is a key objective</i>	<i>Prefer safe options with little risk of adverse exposure</i>	<i>Willing to consider all options that are most likely to result in successful delivery, while also providing a reasonable degree of protection from high risks</i>	<i>Eager to engage with risks where the benefit is much greater</i>
<p>The COP has a MODERATE appetite for supporting and enhancing existing services and programs to improve the social, recreation and health and wellbeing outcomes for residents, as well as; 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.</p> <p>The COP will increasingly use innovative problem-solvingproblem-solving approaches and smart technological solutions to ensure it makes best use of available resources to meet stakeholder and community demands and improve performance. The COP will adhere to its cCustomer gGuarantee (five guiding statements) whichthat outlines how it communicates better with customers, strengthens customer service, and supports the delivery of customer-focused services.</p> <p>The COP will implement sService sStandards that articulate: the level of service Council delivers; the expected community outcome and benefit; community cost / investment made; and community measures.</p>			

Financial Sustainability

CONTROLLED (Zero Tolerance)	CAUTIOUS (Low)	ACCEPTING (Moderate)	OPEN (High)
<i>Avoidance of risk and uncertainty is a key objective</i>	<i>Prefer safe options with little risk of adverse exposure</i>	<i>Willing to consider all options that are most likely to result in successful delivery, while also providing a reasonable degree of protection from high risks</i>	<i>Eager to engage with risks where the benefit is much greater</i>
<p>The COP has a LOW appetite for short-term financial risk that adversely impacts on the delivery of the Long Term Financial Plan (LTFP) and the COP's overall financial stability and sustainability. The LTFP ensures Council can deliver services, maintain assetsassets, and achieve its strategic objectives in a financially sustainable manner.</p>			

Reputation

CONTROLLED (Zero Tolerance)	CAUTIOUS (Low)	ACCEPTING (Moderate)	OPEN (High)
<i>Avoidance of risk and uncertainty is a key objective</i>	<i>Prefer safe options with little risk of adverse exposure</i>	<i>Willing to consider all options that are most likely to result in successful delivery, while also providing a reasonable degree of protection from high risks</i>	<i>Eager to engage with risks where the benefit is much greater</i>
<p>The COP has a LOW appetite for negative perceptions that compromise its credibility and reputation and the achievement of its long-term vision (Playford Community Vision 2043) and strategic objectives, or ability to maintain its status as a progressive and major growth Council.</p> <p>The COP's reputation for integrity and competence, and competence and maintaining public confidence should not be compromised with key stakeholders, the community community, and the Government.</p> <p>The COP will plan for proactive media advice and management and be prepared for reputation and crisis management advice and support.</p>			

Environmental Impact

CONTROLLED (Zero Tolerance)	CAUTIOUS (Low)	ACCEPTING (Moderate)	OPEN (High)
<i>Avoidance of risk and uncertainty is a key objective</i>	<i>Prefer safe options with little risk of adverse exposure</i>	<i>Willing to consider all options that are most likely to result in successful delivery, while also providing a reasonable degree of protection from high risks</i>	<i>Eager to engage with risks where the benefit is much greater</i>
<p>The COP has a LOW appetite for discretionary environmental impacts that may arise from its business strategies and operations.</p> <p>The COP is committed to managing the environmental impact of its activities by seeking to develop solutions that reduce both environmental impacts and costs.</p> <p>The COP will promote the principles of ecologically sustainable development* that incorporates avoiding, remedying or remedying or mitigating adverse effects of activities on the environment.</p> <p>As far as is reasonably practicable, appropriate measures will be taken to ;(1) P protect, restore restore, and enhance the quality of the environment; and (2) P prevent, reduce, minimise and where practicable, eliminate harm to the environment.</p> <p>*Ecologically sustainable development can be defined as: 'using, conserving and enhancing the community's resources so that ecological processes, on which life depends, are maintained, and the total quality of life, now and in the future, can be increased'.</p>			

Regulatory Compliance

CONTROLLED (Zero Tolerance)	CAUTIOUS (Low)	ACCEPTING (Moderate)	OPEN (High)
<i>Avoidance of risk and uncertainty is a key objective</i>	<i>Prefer safe options with little risk of adverse exposure</i>	<i>Willing to consider all options that are most likely to result in successful delivery, while also providing a reasonable degree of protection from high risks</i>	<i>Eager to engage with risks where the benefit is much greater</i>
<p>The COP has ZERO TOLERANCE for <u>risks of</u> non-compliance with applicable legislation including but not limited to: Local Government Act (LGA) 1999; Independent Commissioner Against Corruption (ICAC) Act 2012; Work Health & Safety (WHS) Act 2012; Environment Protection Act (EPA) 1993; <u>Planning, Development and Infrastructure Act 1993</u>; Equal Employment Opportunity Act 1984; <u>Return to Work Act 2014</u>; legislation; and Public Consultation legislation.</p>			

Work Health and Safety

CONTROLLED (Zero Tolerance)	CAUTIOUS (Low)	ACCEPTING (Moderate)	OPEN (High)
<i>Avoidance of risk and uncertainty is a key objective</i>	<i>Prefer safe options with little risk of adverse exposure</i>	<i>Willing to consider all options that are most likely to result in successful delivery, while also providing a reasonable degree of protection from high risks</i>	<i>Eager to engage with risks where the benefit is much greater</i>
<p>The COP has ZERO TOLERANCE for risks that jeopardise compliance with work health and safety laws and put the physical and mental health of people in danger.</p> <p>The COP is committed to creating a safe working environment for all employees, contractors, volunteers, visitors and members of the public.</p> <p>The COP is committed to the highest standards of WHS through <u>excellent</u> leadership, empowerment, team <u>workteamwork</u>, individual commitment, and accountability, so that no one's health and safety is put at risk by what the business does <u>we do</u>.</p> <p>The COP's <u>s</u>Safety <u>g</u>Goals will incorporate: (1) Rreduced incidence of work-related injury or illness; (2) Rreduced exposure to hazards and risks; (3) IImproved hazard controls; and (4) IImproved work health and safety <u>infrastructure systems</u>.</p>			

Administration use only

ECM document set no.	Insert number 3550423
Version no.	32
Endorsed by	Council
Resolution no.	4550 TBA
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Review schedule	Within 12 months of a periodic election
Date of current version	27 April 2024 TBA
Date of next review	August 2027 April 2023

Version history

Version no.	Approval date	Approval by	Change
1	25 June 2019	Council	New Document
2	27 April 2021	Council	Endorsement to align with Risk Management Fundamental Principles
3	TBA	Council	Minor changes to formatting and wording throughout.



Risk Management Fundamental Principles

Introduction

The Fundamental Principles for risk management at the City of Playford (COP) provide the key guiding direction for Council on matters relating to the management of risk. They are, effectively, the COP risk management statement of intent and should be read in conjunction with the COP Risk Appetite Statement.

The following are the COP Risk Management Fundamental Principles:

Fundamental Principle 1

All risk management activities will be undertaken in alignment with the International Standard, *ISO 31000:2018 Risk Management - Guidelines*

Fundamental Principle 2

Risk management will be embedded in all planning and activities undertaken across Council.

Fundamental Principle 3

The COP will adopt and embed a risk-based approach to all activities and adhere to Council's Foundation Principles of Full Disclosure, Do No Harm and Attend to the Needs of Others.

Fundamental Principle 4

The Risk Management Fundamental Principles and Risk Appetite Statement will be reviewed and endorsed by Council within 12 months after the conclusion of each periodic election.

Fundamental Principle 5

All documents relating to risk management will be in alignment.

Fundamental Principle 6

All personnel representing the City of Playford will have access to risk management training initially at induction upon commencement with Council and complete mandatory training, as required.

Fundamental Principle 7

The suite of risk management systems and tools will be maintained and updated in response to stakeholder feedback, changing requirements of the business and industry best practice.

Fundamental Principle 8

Risk management will be dynamic, iterative and responsive to change. Risk owners will monitor and review risks as they are identified or when the context and knowledge of a risk changes.

Administration use only

ECM document set no.	4014908
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Legal requirement	Nil
Review schedule	Within 12 months of a periodic election
Date of current version	TBA
Date of next review	August 2027

Version history

Version no.	Approval date	Approval by	Change
1	27 April 2021	Council	New Document
2	TBA	Council	Addition of third Foundation Principle (Attend to the Needs of Others). Minor changes to wording of Fundamental Principles



Risk Management Fundamental Principles

Introduction

The Fundamental Principles for risk management at the City of Playford (COP) provide the key guiding direction for Council on matters relating to ~~the~~ management of risk. They are, effectively, the COP risk management statement of intent and should be read in conjunction with the COP Risk Appetite Statement.

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Fundamental Principle 4

The Risk Management Fundamental Principles and Risk Appetite Statement will be reviewed and ~~approved~~endorsed by Council within 12 months after the conclusion of each periodic election.

Fundamental Principle 5

All documents relating to risk management will be in alignment.

Fundamental Principle 6

All personnel representing the City of Playford will have access to risk management training initially at induction upon commencement with Council and complete mandatory training, as required.

Fundamental Principle 7

The suite of risk management ~~suite of risk tools~~systems and tools will be maintained and updated in response to stakeholder feedback, changing requirements of the business and industry best practice.

Fundamental Principle 8

Risk management will be dynamic, iterative and responsive to change. Risk owners will monitor and review risks as they are identified ~~or when,~~ the context and knowledge of a risk changes, ~~and new risks emerge,~~ while others disappear.

Administration use only

ECM document set no. 4014908
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Endorsed by Council
Resolution no. TBA4550
Legal requirement Nil
Review schedule Within 12 months of a periodic election
Date of current version ~~27 April 2024~~ TBA
Date of next review ~~April 2023~~ August 2027

Version history

Version no.	Approval date	Approval by	Change
1	27 April 2021	Council	New Document

<u>2</u>	<u>TBA</u>	<u>Council</u>	<u>Addition of third Foundation Principle (Attend to the Needs of Others). Minor changes to wording of Fundamental Principles</u>
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COMMITTEE REPORTS

STRATEGY AND SERVICES COMMITTEE

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

14.2 TEMPORARY TOILETS - VIRGINIA OVAL AND DWIGHT RESERVE

Responsible Executive Manager : Dale Welsh

Report Author : Jonathan Roberts

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

PURPOSE

To seek Council approval to purchase temporary toilets to be utilised at Dwight Reserve (Eastern Park Football Club) and Virginia Oval (Virginia United Soccer Club).

STAFF RECOMMENDATION

1. Council approves the purchase of temporary toilets to be utilised at Dwight Reserve (Eastern Park Football Club) and Virginia Oval (Virginia United Soccer Club).
2. The additional budget allocation be included in Budget Review Two.

COMMITTEE RECOMMENDATION

5687

1. **Council approves the purchase of temporary toilets to be utilised at Dwight Reserve (Eastern Park Football Club) and Virginia Oval (Virginia United Soccer Club).**
2. **The additional budget allocation be included in Budget Review Two.**

EXECUTIVE SUMMARY

The Virginia Soccer Club is based at Virginia Oval within the Virginia Primary School grounds which is owned and operated by the Department of Education (State Government). Concerns have arisen due to the lack of toilet facilities, prompting numerous requests from club members. Presently, the soccer club relies on accessing the facilities at the nearby Virginia Recreation Centre or the public toilet block serving the adjacent playground. This raises safety concerns during night-time activities in the heavily used parking area by the Virginia Football Club.

The existing clubrooms at Dwight Reserve have only one water closet (WC) in the female toilet, falling short of current demand. This deficiency has been consistently highlighted by members and attending visiting teams over several years. The increase in female participation across all ages has also heightened the need to address this issue.

To address the lack of toilet facilities, both sites require major upgrades in line with Council's Sports Facility Strategy. Concept designs to upgrade the change rooms at Dwight Reserve are currently underway (funded via the 2023/24 Annual Business Plan). Council also has a pending grant application with the Office for Recreation and Sport for the construction of the new change rooms. If successful, this project will be considered as part of the 2024/25 Annual Business Planning process.

Virginia Oval is identified as priority five in the Strategy and a Masterplan for the site is required.

The intent is to provide temporary toilets at both locations until the required major upgrades occur in future years. The proposed solution involves Council purchasing two portable toilet facilities over rental options due to their favourable attributes. Bringing forward the funding into this financial year provides the opportunity for the toilets to be installed as close to the start of the 2024 winter season as possible.

1. BACKGROUND

Council endorsed the Sports Facility Strategy at the Ordinary Council meeting in July 2023 (Resolution 5490). The Strategy outlines a strategic framework for prioritising enhancements at Council's sports facilities across the city based on usage, need, and value for money.

Section 10 of the Strategy (below) outlines priorities for existing facilities and recommends the installation of temporary toilets at both Dwight Reserve and Virginia Oval until the required major upgrades are undertaken in future years.

10.2 Infrastructure Projects – Existing Facilities

Priority	Site	Project	Rationale
High			
1	Dauntsey Reserve	Implement priority projects from master planning exercise including: <ul style="list-style-type: none"> Shared-use amongst all users including school and consolidation of buildings Need for Boxing Club expansion and improvement Improved and increased changerooms School needs into the future Consideration of surrounding land uses 	Priority needs. <ul style="list-style-type: none"> Boxing Club: <ul style="list-style-type: none"> Clubroom is also their sport facility and very tight for space Unique catchment and character of users Shared-use with jujitsu. No room for spectators and parents Soccer <ul style="list-style-type: none"> Changerooms not up to standard Women's side now participating in Football South Australia Competition Use nearing capacity. Issues of extended season use and sharing with cricket Urgent need for storage for all clubs Soccer use at capacity at site Investigate Playford College needs in conjunction with Master Plan as school site constrained
2	Dwight Reserve	Eastern Park - changerooms, clubrooms and toilets *Urgent temporary measure needed for changeroom and toilets during planning and implementation*. Consider parking and entrance	<ul style="list-style-type: none"> Extreme need for upgraded and additional toilets and changerooms Female participation and spectators need to be catered for more appropriately
3	Playford Sports Precinct, Ridley Reserve East – Softball Precinct	Clubroom/changeroom upgrade	Current limited space for multiuse, male, and female, combined association. Winter sport uses (AFL and soccer) need lighting to increase use

Priority	Site	Project	Rationale
4	Angle Vale Community Sports Centre	Expand clubrooms with additional flexible social space.	Multiple clubs participating concurrently – relatively low-cost solution to capacity problem for two major winter sports at one time.
5	Virginia Oval	<ul style="list-style-type: none"> • Provide adequate facilities for the growth of the soccer club within the precinct including additional pitches and change facilities • Consider change room improvements for multi /shared sports and male/female teams • Consider temporary change facilities to accommodate soccer 	<ul style="list-style-type: none"> • Need to bring existing changerooms up to standard • Accommodate the growth of the soccer club and maintain their identity as a Virginia based club • Maintains and builds on existing use of school facilities
6	Ramsey Park	<ul style="list-style-type: none"> • Changeroom improvements and additional changerooms required • Consider in conjunction with potential of consolidating buildings 	Changerooms needed to cater for both playing fields and growth in participation including female participation.
7	Elizabeth Oval	Pedestrian separation from roadway and crossing to Playford International College.	Build on change room and Playford International College improvements.
8	Playford Sports Precinct	Community soccer club /change room needed to further activate community fields.	<ul style="list-style-type: none"> • Currently fields west of AUFC cannot be leased due to lack of amenities • Potential use for programs to support new participants to the sport
9	Womma Reserve	Changeroom improvements and additional changerooms required.	Changerooms in bad condition. Club keen to focus on social area change room upgrade but cost likely beyond club means. Further mechanisms to progress these needs exploring in consideration of club building/land in club ownership.
10	Mofflin Reserve – Centrals United	Changeroom improvements.	Need to bring changerooms up to standard.
11	Argana Park.	Football (ARF) changerooms and Garlick Road parking.	Need to bring changerooms up to standard.

Figure 1: Sports Facility Strategy – Prioritised Infrastructure Projects for Existing Facilities

2. RELEVANCE TO STRATEGIC PLAN

Community Theme 1: Improving safety and accessibility

New temporary toilets will improve safety and accessibility for participants at both sites.

Community Theme 5: Using money wisely

The purchase of temporary toilets is considered the best option as opposed to hiring them due to the expected time they will be required at each site. This option also allows the temporary toilets to be reused at another site once not required.

3. PUBLIC CONSULTATION

While this project was not included in Council's 2023/24 Annual Business Plan (ABP), it was identified in Council's Sports Facility Strategy which underwent a public consultation process in accordance with Council's Community Engagement Policy and Procedure.

4. DISCUSSION

4.1 Virginia Oval (Virginia Soccer Club)

The Virginia Soccer Club is based at Virginia Oval within the Virginia Primary School grounds, which is owned and operated by the Department of Education (State Government). Concerns have arisen due to the lack of toilet facilities, prompting numerous requests from club members. Presently, the soccer club relies on accessing the facilities at the nearby Recreation Centre or the public toilet block serving the adjacent playground. This raises safety concerns during night-time activities in the heavily used parking area by the Virginia Football Club.

Existing facilities within the Virginia Primary School were considered but quickly ruled out as the amenities are sized to primary school students and are located within buildings which would require security access.

In Figure 2 the configuration of Virginia Oval and Virginia Primary School are depicted. The Virginia United Soccer Club is positioned with an 80-metre gap between its existing club shed and the Virginia Recreation Centre, while a distance of 185 metres separates the club shed from the public toilet block.



Figure 2: Virginia Oval and Virginia Primary School

4.2 Dwight Reserve (Eastern Park Football Club)

The existing clubrooms at Dwight Reserve have only one water closet (WC) in the female toilet, falling short of current demand. This deficiency has been consistently highlighted by club members and attending visiting teams over several years. The increase in female participation across all ages has also heightened the need to address this issue.

Figure 3 indicates the preferred location of the temporary toilets considering access to current services. Figure 4 presents the suggested site for the new changerooms. If the second option for the changerooms is selected, the temporary toilet block will be positioned to accommodate this choice.



Figure 3: Proposed location for temporary toilets

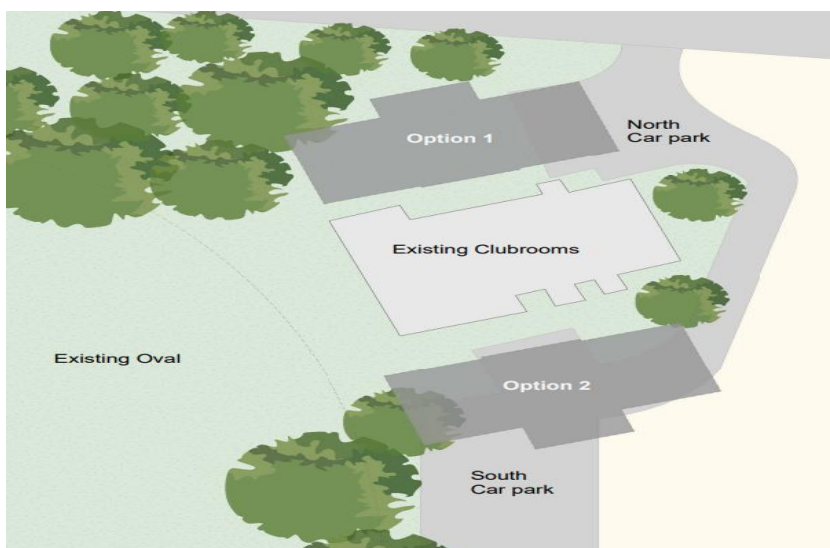


Figure 4: Proposed location for new change rooms

4.3 Sports Facility Strategy

To address the lack of toilet facilities both sites require major upgrades in line with Council's Sports Facility Strategy. Concept designs to upgrade the change rooms at Dwight Reserve are currently underway (funded via the 2023/24 ABP). Council also has a pending grant application with the Office for Recreation and Sport for the construction of the new change rooms. If successful, this project will be considered as part of the 2024/25 Annual Business Planning process.

Virginia Oval is identified as priority five in the Strategy and a Masterplan for the site is required.

The intent is to provide temporary toilets at both locations until the required major upgrades occur in future years. The proposed solution involves Council purchasing two portable toilet facilities over rental options due to their favourable attributes. The purchase option provides enclosed individual cubicles for each toilet, providing unisex facilities and includes a dedicated accessible facility.

Bringing forward the funding into this financial year provides the opportunity for the project to be delivered as close to the start of the 2024 winter season as possible.

4.4 Hire versus Purchase Option

Staff have explored both the hire and purchase option for temporary toilets at both sites to make a recommendation to Council. While purchasing portable toilet facilities incurs an upfront cost, it proves to be a more cost-effective solution in the long run compared to long term hire options. The purchasing option also enables the toilets to be reused once a more permanent solution has been delivered at other sites – for example building upgrades where hire facilities need to be brought in.

5. OPTIONS

Recommendation

1. Council approves the purchase of temporary toilets to be utilised at Dwight Reserve (Eastern Park Football Club) and Virginia Oval (Virginia United Soccer Club).
2. The additional budget allocation be included in Budget Review Two.

Option 2

1. Council considers the purchase of temporary toilets to be utilised at Dwight Reserve (Eastern Park Football Club) and Virginia Oval (Virginia United Soccer Club) via the 2024/25 Annual Business Planning process.

6. ANALYSIS OF OPTIONS

6.1 Recommendation Analysis

6.1.1 Analysis & Implications of the Recommendation

The recommendation is consistent with the directions in Council's Sports Facility Strategy, which recommends the installation of temporary toilets at both sites. New change rooms at Dwight Reserve are envisaged to be constructed in 2-3 years as this project is already initiated, while upgrades at Virginia Oval are approximately 5 years away based on the need to undertake a Masterplan. The recommendation ensures that participants have access to

toilet facilities in the interim. Bringing the project forward this financial year provides the best opportunity for the toilets to be installed at the start of the 2024 Winter season.

Risk Appetite

Financial Sustainability

Council has a low appetite for short-term financial risk that adversely impacts on the delivery of the long term financial plan and the Council's overall stability and sustainability.

Purchasing temporary toilets is a cost-effective option in comparison to hiring, as these toilets can be relocated and used at alternative sites once a more permanent solution is put in place.

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.

The Virginia Soccer Club members currently face a significant safety risk, especially during night-time activities, as they must traverse an inadequately lit parking area to access toilet facilities. They are compelled to walk to the Virginia Recreation Centre if it is accessible or to the nearby playground to access toilets.

At Dwight Reserve, the clubrooms have only one female toilet, which has been persistently raised concern for several years. The introduction of temporary unisex restrooms addresses this long-standing issue until a more permanent solution can be implemented.

Work Health and Safety

The COP has ZERO TOLERANCE for risks that jeopardise compliance with Work Health and Safety (WHS) laws and put the physical and mental health of people in danger. The City of Playford is committed to creating a safe working environment for all employees, contractors, volunteers, visitors and members of the public.

The procurement of temporary toilets will proactively manage various risk and safety considerations at both Dwight Reserve and the Virginia Oval, ensuring compliance with work health and safety standards. Additionally, this initiative addresses multiple complaints raised by the respective sporting clubs and visiting teams.

6.1.2 Financial Implications

The table presented below outlines a summary of the expenses related to the purchase of temporary toilets and establishing connections to services for both sites. Each club will be responsible for the continuous cleaning and stocking of the facilities, a stipulation that will be incorporated into the existing license agreement. The agreement with the Virginia United Soccer Club will be formalised through a Memorandum of Understanding (MOU), entailing a joint usage agreement involving Council and the Department of Education. Council will be responsible for the ongoing maintenance and vandalism prevention.

	Current Year 2023/24 \$'000	Future Years 2024/25 \$'000	Ongoing \$'000
Operating Revenue			
Operating Expenditure	18,282		18,282
Net Operating Impact			
Capital – Investing Revenue			
Capital Expenditure	146,080		
Total Borrowings (Capital Investment)	146,080		

The additional capital budget required for this project will need to be debt funded. The ongoing operating cost can be funded via existing budgeted surplus and accounted for in Budget Review Two.

6.2 Option 2 Analysis

6.2.1 Analysis & Implications of Option 2

Option 2 is the same as the recommendation but delays the timing of the project. This option involves the project being considered as part of the 2024/25 Annual Business Planning process. This option would not enable the toilets to be installed in time for the 2024 Winter season. They would likely be installed in October 2024 at the start of the Summer season.

6.2.2 Financial Implications

The financial implications are the same as the recommendation but would change the financial years in which the project would be funded if it is included in the 2024/25 Annual Business Plan.

	Current Year 2023/24 \$'000	Future Years 2024/25 \$'000	Ongoing \$'000
Operating Revenue			
Operating Expenditure		18,282	18,282
Net Operating Impact			
Capital – Investing Revenue			
Capital Expenditure		146,080	
Total Borrowings (Capital Investment)		146,080	

14.3 NAWMA SERVICE LEVEL AGREEMENT

Responsible Executive Manager : Sam Green

Report Author : Greg Pattinson

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

Attachments : 1↓. DRAFT NAWMA Service Level Agreement 2023

PURPOSE

To seek approval for the draft NAWMA Service Level Agreement 2023 with the City of Playford.

STAFF RECOMMENDATION

Council endorse the draft NAWMA Service Level Agreement 2023 (Attachment 1).

COMMITTEE RECOMMENDATION

5688

Council endorse the draft NAWMA Service Level Agreement 2023 (Attachment 1).

EXECUTIVE SUMMARY

The NAWMA Charter allows for NAWMA to enter into a service agreement with each Constituent Council where required, under agreed terms and conditions.

The draft Service Level Agreement 2023 is now available for consideration.

1. BACKGROUND

The current Service Level Agreement (SLA) was endorsed by Council in June 2020, subject to annual review.

In 2022, consultation workshops with staff representatives from Constituent Councils were held, providing the opportunity to discuss any changes and improve consistency in service delivery across the Councils.

The SLA is an agreement that primarily outlines:

- Set of agreed principles
- Kerbside bin services and resource recovery facilities to be provided by NAWMA
- Customer service and education
- Requirements for key measurables and reporting data
- Guidelines for waste management in new developments

2. RELEVANCE TO STRATEGIC PLAN

Community Theme 5: Using money wisely

Decision-making filter: 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.

Consideration of the NAWMA Service Level Agreement is part of the governance associated with owning a regional subsidiary, to ensure continued appropriate service provision.

3. PUBLIC CONSULTATION

Council has no specific legislative responsibility to consult with the community regarding these items.

4. DISCUSSION

- 4.1 The SLA outlines the specific service deliverables provided by NAWMA, including reporting requirements, service level and resident eligibility for services. There are minor changes between the 2020 and 2023 service level agreements, with changes noted in the discussion points below.
- 4.2 The SLA updates the green organics bin service level to 1 bin per rateable property, removing the upfront bin purchase cost, as per the new service endorsed by Council and announcement on 1 September 2023.
- 4.3 The SLA is proposed to be endorsed by Constituent Councils every two years (rather than annual review), given the time and resourcing required for the review process.
- 4.4 Bin audits to identify the type and volume of materials in each stream are proposed to be every 3 years (previously 2 years).
- 4.5 The SLA increases school access to the Food and Green Organics (FOGO) bin, with each education facility now eligible for up to four FOGO bins.
- 4.6 Fees for upgraded or additional bins will be determined through NAWMA's annual budget approval process and follow a cost recovery approach.

5. OPTIONS

Recommendation

Council endorse the draft NAWMA Service Level Agreement 2023 (Attachment 1).

Option 2

Council does not endorse the draft NAWMA Service Level Agreement 2023 (Attachment 1) at this time and requests staff to provide feedback to NAWMA as follows:

1. _____
2. _____

6. ANALYSIS OF OPTIONS

6.1 Recommendation Analysis

6.1.1 Analysis & Implications of the Recommendation

By endorsing the draft Service Level Agreement, Council will continue to support its existing kerbside waste management service and ensure NAWMA, as its regional subsidiary, is able to continue to operate as per current practice.

Risk Appetite

Financial Sustainability

Council has a low appetite for short-term financial risk that adversely impacts on the delivery of the long term financial plan and the Council's overall stability and sustainability.

This decision will continue to provide waste collection services in line with Council's Long Term Financial Plan and annual budget.

6.1.2 Financial Implications

There are no financial or resource implications.

6.2 Option 2 Analysis

6.2.1 Analysis & Implications of Option 2

This option provides the opportunity for Council to provide feedback and raise concerns with specific aspects of the draft NAWMA Service Level Agreement 2023.

6.2.2 Financial Implications

The financial impact of any adjustments arising from Council's feedback will be considered at that time.

Service Level Agreement between

Northern Adelaide Waste Management Authority (NAWMA)

and

City of Playford

Initiated July 2001

(to be reviewed every two years)

Reviewed April 2023

Endorsed by City of Playford

Endorsed by NAWMA Board

Contents

1. Parties to this Agreement

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

2. Scope of this Agreement

This Service Level Agreement is a negotiated statement of services to be provided, outcomes sought, and resources allocated. This Service Level Agreement is the accountability mechanism between NAWMA and its Constituent Councils for standardised waste management services across the NAWMA region as listed in this agreement, where NAWMA executes Constituent Council policies as prescribed the broader relationship between NAWMA and its Constituent Councils is also governed by:

- NAWMA Charter,
- NAWMA 2018-2025 Strategic Plan
- NAWMA Annual Budget, and;
- NAWMA Annual Business Plan.

In all cases the Local Government Act (1999) and NAWMA Charter and Council resolution prevail.

This Service Level Agreement is subject to reviews every two years, to be endorsed by Constituent Councils and NAWMA.

3. Service Level Agreement Principles

This Service Level Agreement has been jointly developed between Constituent Councils and NAWMA, and is based upon the principles that NAWMA:

- provides kerbside waste management collection services to Constituent Councils,
- receives, processes, markets, and disposes of waste and recyclables within the region,
- receives, processes, markets, and disposes of waste and recyclables from outside the region as a means of subsidising Constituent Councils (at Board/NAWMAs discretion),
- provides administrative support to Constituent Councils,
- provides Customer Service to Constituent Councils and their residents,
- operates and maintains the Material Recovery Facility in Edinburgh,
- operates and maintains the Waste Processing Facility at Edinburgh North,
- facilitates hazardous waste drop off at Edinburgh North,
- operates and maintains the Balefill Facility at Uleybury,
- operates and maintains the two (2) public Resource Recovery Centres at Edinburgh North and Pooraka,
- conducts service promotion and education about the waste management hierarchy throughout the NAWMA region, to be expanded to Councils outside this region, on approval from the Board,
- advances the optional use of waste material as a potential resource, for the achievement of the highest net benefit to the Constituent Councils
- as an employer, will strive to promote the employment of local staff either directly or via its partnerships with recognised social enterprise organisations.

- operations are guided by principles of the Circular Economy (i.e., a self-sustaining system driven by renewable energy where materials and resources are kept in use for as long as possible).

4. **Governance Reporting**

NAWMA is required to:

- provide to Constituent Councils (via Council's Board representative) copies of the minutes of all meetings of the Board within five (5) business days from the meeting date,
- submit its Annual Report to Constituent Councils by no later than 30 September,
- submit its Draft Audited Financial Statements to Constituent Councils by no later than 15 September. NAWMA must then submit its Adopted Audited Financial Statements to Constituent Councils by no later than 30 September,
- submit its Annual Budget to Constituent Councils for approval before 31 March, with subsequent Constituent Councils endorsement by no later than 31 May. On adoption of the Budget by the NAWMA Board, Constituent Councils are to be provided with a copy within five (5) business days, and;
- review this Service Level Agreement every two (2) years, in consultation with Constituent Councils. By no later than 31 March in the corresponding year, NAWMA must submit a draft copy to Constituent Councils for endorsement, following consultation. On adoption of the Service Level Agreement by the NAWMA Board, Constituent Councils are to be provided a copy within five (5) business days

5. **Service Level Reporting**

NAWMA is required to provide Constituent Councils with the following information:

Monthly

On a monthly basis, in the form of a report delivered electronically, NAWMA will report to its Constituent Councils the following:

Kerbside

- Tonnes of waste, recyclable and organic material collected,
- Diversion rate (based on kerbside collected tonnes),
- All the above graphed against the two (2) prior years.
- Tonnes of MRF residual waste and glass fines in recycling
- Number of bins/collections per month for each of the three streams
- Itemised collection and processing costs for each stream

Hard Waste

- Collection service costs,
- Tonnes collected,
- Total number of collections
- Number of booked collections
- Number of Second Crew collections
- Number of Additional collections
- Number of mattresses collected
- Tonnes of steel collected
- Number of households with no rubbish presented (and %),
- Number of households presenting more than the allowable limit (and %),
- All the above graphed against the two (2) prior years.
- Drop-off service costs,

- Total number of drop-offs at Resource Recovery Centre's by each RRC
- Number of vouchers where extra material is dropped off (with acceptance from NAWMA to do so)
- Number of mattresses dropped off

Annually

On an annual basis, in the form of a report delivered electronically, NAWMA will report to Constituent Councils the following:

- Customer enquiry statistics
- Resource Recovery Centres Revenue Report
- Reports on community education and engagement activities

Triennial

- Conduct material audits to identify the type and volume of materials evident in each stream, every 3 years.

6. Residential Collection Services

Residential refers to a rateable tenement.

If a resident is unable to participate in the kerbside service due to medical reasons, then a medical certificate can be obtained from their doctor, and this will enable them to become a part of NAWMA's Infirm list. The contractor will then assist the resident with this service by wheeling the Mobile Garbage Bin (MGB) out on the kerb, empty the MGB and then return the MGB to its location.

6.1 *Weekly kerbside waste*

Description of Service

Domestic waste collected from the kerbside weekly. Households are provided with a 140-litre red-lid MGB but residents can elect to upgrade to a 240 litre red-lid MGB upon return of the allocated 140 litre MGB to NAWMA for an annual service fee. An additional (240 litre) MGB can be provided for an annual service fee. Additional bin service fees are determined through the annual budget process.

Note: only up to two x 240 litre general waste bins will be emptied per collection per household.

NAWMA will coordinate delivery of MGBs for new residents as soon as practicably possible, and on occupation of premises.

NAWMA will also coordinate repairs/replacements for MGBs stolen and/or damaged within 4 business days of receiving notification from resident

6.2 *Fortnightly kerbside recycling*

Description of Service

Domestic recyclables collected from the kerbside fortnightly. Households are provided with a 240-litre yellow-lid MGB but can elect to have an additional 240 litre MGB

provided for an annual service fee. Additional bin service fees are determined through the annual budget process.

Note: only up to two x 240 litre household recycling bins will be emptied per collection per household.

NAWMA will coordinate delivery of MGBs for new residents as soon as practicably possible, and on occupation of premises.

NAWMA will also coordinate repairs/replacements for MGBs stolen and/or damaged within 4 business days of receiving notification from resident

6.3 Fortnightly kerbside food and garden organics (FOGO)

Description of Service

Domestic food and garden organics collected from the kerbside fortnightly (the opposite week to recycling collection) for those residents who participate in the service. Residents are provided with a 140ltr or a 240ltr MGB, inclusive of a vented kitchen caddy and a roll of compostable liners. An additional (240 litre) MGB can be provided for an annual service fee. Additional bin service fees are determined through the annual budget process. Note: only up to two x 240 litre FOGO bins will be emptied per collection per household.

NAWMA will coordinate delivery of MGBs for new residents and replacement/repairs for MGBs damaged during service; provided they are not more than 10 years old.

6.4 Multi-Unit Dwellings and New Developments

Description of Service

Specialised services are available to premises known as Multi-Unit Dwellings (MUDs) for the collection of domestic waste, recyclables and food and garden organics. Table 6.4.1 outlines the MGB options and services available to MUDs:

Table 6.4.1: MGB types available for Multi-Unit Dwellings

General Waste			
140 litre	Need to be wheeled to kerbside or agreed dedicated compound	Typically, one MGB per unit	Collection service included in Council rates
240 litre	Need to be wheeled to kerbside or agreed dedicated compound	Annual service fee required	Collection service included in Council rates
660 litre*	Collection truck requires unobstructed access to site and ample turning space, serviced weekly	All new requests subject to approval by Council staff. MGB is shared between units/unit complex	Collection service included in Council rates
1100 litre*	Collection truck requires unobstructed access to	All new requests subject to approval by Council staff. MGB is	Collection service included in Council rates

	site and ample turning space, Serviced weekly	shared between units/unit complex	
Household Recyclables			
240 litre	Need to be wheeled to kerbside or agreed dedicated to compound	Typically, one MGB per unit or shared between units	Collection service included in Council rates
Food Organics Garden Organics			
140 litre	Need to be wheeled to kerbside or agreed dedicated to compound	Typically, one MGB per unit or shared between units	Collection service include in Council rates
240 litre	Need to be wheeled to kerbside or agreed dedicated to compound	Typically, one MGB per unit or shared between units	Collection service included in Council rates

**660 and 1100 litre MGBs are available dependent on numbers of bedrooms/complex – further information can be found using the simple guidelines in the ‘South Australia Better Practice Waste Management for Residential and Mixed Use Developments’*
<https://www.greenindustries.sa.gov.au/publications-waste-management-residential-mixed-use-development>

New Developments

NAWMA recommends the developer engage a traffic and waste consultant to have input into the development design to guarantee effective future waste management practices can occur. This includes making reasonable allowances for:

- space for sufficient MGBs to accommodate the likely volumes of waste and recyclables generated by future residents
- the passage and operation of kerbside collection trucks
- designated areas for the collection of hard waste materials when required

Refer to Waste Management in New Developments – Appendix 1

6.5 Hard Waste

Description of Service

A hard waste service to dispose of large items that cannot be placed in the kerbside MGB. See Appendix 2 for hard waste service terms and conditions.

Rateable tenements are entitled to two (2) hard waste services per financial year, being either two (2) kerbside at-home collection services, or two (2) drop off services enabling access to either of the two (2) NAWMA Resource Recovery Centres, or a mix of one (1) kerbside at-home collection service and one hard waste drop off service.

Any request for additional Hard Waste services must be directed to, and approved by, Constituent Council staff and forwarded in writing to NAWMA for actioning in each instance.

NAWMA will provide this service to any rateable tenement (vacant or occupied).

Collection Service

- The service is an at-call booking system whereby service is provided within 4 weeks. The booking will be confirmed (via email, phone, or mail). The items are to be placed on the verge where practicable* no earlier than the night before confirmed collection date, ensuring that items are not obstructing the road or footpath, and not be more than the allocated area of 2 cubic metres (2m long, 1m high and 1m wide).
- Where the resident exceeds allowable volume, NAWMA accepts additional volume and passes the associated cost back to the relevant Constituent Council
- In the instance of nonconformance, NAWMA's Collection Contractor will leave correspondence by way of a nonconformance letter at the residents premises advising the resident to contact NAWMA for further education.

*Where it is not practicable to have items collected from the verge, the NAWMA Customer Service Team will coordinate an alternate collection site with the resident.

Drop-Off Service

- NAWMA will provide residents with a drop-off code (via email, phone, or mail during business hours) so that residents can take items to either of the two (2) NAWMA Resource Recovery Centres during operating hours 7 days per week.

NAWMA to implement the following conditions for a safe and efficient drop-off service:

- The maximum permissible amount is a 6x4 single-axle (caged) trailer load, which can include a maximum of two (2) mattresses
- Where the resident exceeds allowable volume, and NAWMA accepts additional volume as admissible, NAWMA will pass the associated cost back to the relevant Constituent Council
- Photographic ID for confirmation of drop-off code must be presented at the Gatehouse, and;
- A six (6) week expiration date from the date of issue exists for all codes.

Free trailer hire available with booked drop-off service

NAWMA will offer use of a 6 X 4 caged trailer, available from either the Edinburgh North or Pooraka RRC, with any hard waste drop-off services. The trailer must be booked in advance and is available for a three-hour period. A refundable \$50 deposit is required before use.

Refer to NAWMA's Hard Waste Brochure for detail on items suitable and unsuitable for a hard waste service – Appendix 2

7. Collection Services for Non-residential

Additional MGBs and MGB upgrades are covered under Section 8 – Additional MGBs/MGB Upgrades

7.1 Weekly kerbside waste

Not for Profit/Sporting Organisations**Description of Service**

As per Section 6.1 – Residential Collection Services – Weekly Kerbside Waste

Schools**Description of Service**

Not eligible for a weekly kerbside waste collection

Business**Description of Service**

As per Section 6.1 – Residential Collection Services – Weekly Kerbside Waste

7.2 Fortnightly kerbside recycling**Not for Profit/Sporting Organisations****Description of Service**

As per Section 6.2 – Residential Collection Services – Fortnight kerbside recycling

Schools**Description of Service**

Eligible for up to six recycling MGBs in total (fee free)

Business**Description of Service**

As per Section 6.2 – Residential Collection Services – Fortnight kerbside recycling

7.3 Fortnightly kerbside food and garden organics (FOGO)**Not for Profit/Sporting Organisations****Description of Service**

As per Section 6.3 – Residential Collection Services – Fortnightly kerbside food and garden organics (FOGO)

Schools**Description of Service**

As per Section 6.3 – Residential Collection Services – Fortnightly kerbside food and garden organics (FOGO). Eligible for up to four FOGO MGBs per education facility.

Business**Description of Service**

As per Section 6.3 – Residential Collection Services – Fortnightly kerbside food and garden organics (FOGO)

7.4 Hard Waste**Description of Service**

A hard waste service to dispose of large items that cannot be placed in the kerbside MGB. See Appendix 2 for hard waste service terms and conditions. Not for Profits and Sporting Organisations are entitled to hard waste services per financial year, being all drop off services enabling access to either of the two (2) NAWMA Resource Recovery Centre's.

Not for Profits and Sporting Organisations are entitled to up to two (2) hard waste drop off services per financial year. Any request for additional services must be directed to, and approved by, Constituent Council staff and forwarded in writing to NAWMA for actioning in each instance.

A person representing the organisation who uses this service must provide photographic identification (as recorded by NAWMA's Customer Service Team at the time of booking the service) as verification at point of entry to either of NAWMA's two (2) Resource Recovery Centre's.

8. MGB Upgrades/Additional MGBs

Additional and upgraded services that are misused by way of contamination will in the first instance be provided opportunity to engage with our education team to rectify the misuse. Failure to comply could result in the service being removed and cancelled.

8.1 MGB Upgrades

Description of Service

Rateable tenements may upgrade their domestic waste red-lid MGB from the initially supplied 140-litre MGBs to a 240-litre MGB should they require. Households must first upgrade their red-lid MGB to become eligible for an additional red-lid MGB.

8.2 Additional MGBs

Description of Service

Rateable tenements may purchase one additional 240-litre MGB for each stream they require (General Waste, Recycle or FOGO). Additional bin service fees are determined through the annual budget process.

Throughout the current year payment charged for Upgrade's and Additional services are prorated according to the month the service is requested. I.e. if the service is requested in March, then the charge will be for March through to June.

Annual service fee renewal invoices will be created and issued in May for payment by July 30.

9. Resource Recovery Centres

Description of Service

NAWMA operates two (2) Resource Recovery Centres (RRCs); Edinburgh North and Pooraka, 7 days per week.

NAWMA will establish gate fees that are sustainable and attractive to users and provide a high level of customer service with accessibility to all residents.

Edinburgh North

The Edinburgh North site incorporates a public RRC, a Waste Processing Facility (WPF), Community Chemical and Paint drop off centre, a Salvage and Save social enterprise and a Scouts Container Deposit Scheme (CDS) facility. The RRC provides access to all residents and small business owners for the disposal of all household waste and light commercial waste.

This site operates Monday to Friday 8am to 4pm, and Saturday and Sunday 9am to 3pm. This site is closed New Year's Day, Good Friday, ANZAC Day, and Christmas Day.

Pooraka

The Pooraka site is a public RRC that provides access to all residents and small business owners for the disposal of all household waste and light commercial waste.

This site operates seven (7) days per week, 8am to 4pm. This site is closed New Year's Day, Good Friday, ANZAC Day and Christmas Day.

10. Material Recovery Facility (MRF)

Description of Service

Material collected from the kerbside recycling collection service is received at the MRF where the recoverable material is sorted, baled, and containerised for local, interstate, and international markets.

NAWMA will:

- pursue opportunities to increase material volume by additional services (Client Councils);
- provide a range of secondary raw materials recovered via the MRF to increase the recycled content in Constituent Councils procurement opportunities, in consultation with Constituent Councils;
- provide and create opportunities for employment locally and;
- actively seek to market processed materials establishing best market prices.

11. Customer Service

Description of Service

Customers of NAWMA are defined as the residents and businesses of NAWMA's three (3) Constituent Councils who utilise waste management and resource recovery services. NAWMA provides customer service directly to residents and businesses in the form of telephone, website, email, webchat, and face to face interaction (at its public Resource Recovery Centres).

NAWMA will assist Constituent Council staff in the management of service issues with residents and facilitate the management of conflict resolution (should it arise) between the resident and Collection Contractor.

NAWMA's customer service team is available between the hours of 8.30am to 5.00pm and agrees to respond to all community requests within 2 business days.

12. Education

Description of Service

Educational and community engagement activities are guided by the NAWMA Communication & Community Education Action Plan. NAWMA provides information about how to access and correctly use its waste and recycling services to people who live and work within the NAWMA region and beyond. Information is made available via a range of methods including a website, brochures, videos, guided tours and interactions with the Education and Customer Service Teams.

Various community-based programs and activities such as workshops and presentations are undertaken collaboratively with Constituent Councils and other partners. The NAWMA Education Centre is used as a space for hands on learning for adult residents from the NAWMA region. Large-scale communications incorporate the use of public media sites (including those owned by constituent councils) and is carried out throughout the year as deemed appropriate.

Proactive engagement around behaviour change to increase diversion of recoverable material from landfill is also undertaken via community-based trials and door knocking. Periodic bin inspections and audits provide insight into community use of services and information gained is used to improve NAWMA's services and subsequently enhance community engagement in these.

Grant funding opportunities are investigated and sought for projects to be executed in one or more of the Constituent Councils.

13. Incident and Emergency Management

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

- NAWMA will notify its Constituent Councils in writing as soon as possible should a service be interrupted or affected;
- During emergency events NAWMA will maintain daily contact with its Constituent Councils.
- In emergency events, a hierarchy of collections will be developed to determine priorities on a case-by-case basis.

14. Endorsement of Service Agreement

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

Change(s) to Service Level Agreement (after endorsement)

Any changes to the Service Level Agreement by Constituent Council, after biennial Service Level Agreement endorsement by Constituent Council and NAWMA Board are required to be submitted to NAWMA as formal Council correspondence. Upon consultation with all

three (3) Constituent Councils the mutually agreed changes to the Service Level Agreement are required to be documented and signed off upon by Constituent Council CEO (or delegated representative) and NAWMA CEO and appended to this document as an Appendix, upon Board approval.

Signed:

XX XX XX

(City of Playford)

Date endorsed by Constituent

Council

XX XX XX

(City of Playford)

Date endorsed by Constituent

Council

XX XX XX

(City of Playford)

Date endorsed by Constituent

Council

Mr Toby Terlet
NAWMA CEO

Date endorsed by Board

APPENDIX 1 – Waste Management in New Developments

Waste Management in New Developments:

1. Residential Kerbside Bins

All new housing should be designed with sufficient storage space to accommodate the full suite of kerbside bins available to rate payers- i.e., 1 x 140 litre mobile garbage bin (MGB), 2 x 240 litre MGBs.

1.1 Exception: Multi-Unit Dwellings

Specialized services are available to premises known as Multi-Unit Dwellings (MUDs) for the collection of domestic waste, recyclables and food and garden organics. The table below outlines the bin options and services available to MUDs:

Table 1.4.1: Bin types available for Multi-Unit Dwellings

Household waste options			
140 litre	Need to be wheeled to kerbside or if approved to be serviced via bin compound where the street frontage is not suffice.	Typically, one bin per unit	Collection service included in Council rates
240 litre	Need to be wheeled to kerbside or if approved to be serviced via bin compound where the street frontage is not suffice.	Typically shared between units. Cost to upgrade plus annual fee	Collection service included in Council rates
660 litre*	Collection truck requires unobstructed access to site and ample turning space (Tuesday and Wednesday collection only)	All new requests subject to approval by Council. Bin is shared between units/unit complex	Collection service included in Council rates
1100 litre*	Collection truck requires unobstructed access to site and ample turning space (Tuesday and Wednesday collection only)	All new requests subject to approval by Council. Bin is shared between units/unit complex	Collection service included in Council rates

**660 and 1100 litre bins are available dependent on numbers of bedrooms/complex – further information can be found using the simple guidelines in the 'South Australia Better Practice Waste Management for Residential and Mixed-Use Developments'*

New Developments

NAWMA recommends the developer engage a traffic and waste consultant to have input into the development design to guarantee effective future waste management practices can occur. This includes making reasonable allowances for:

- space for sufficient bins to accommodate the likely volumes of waste, recyclables and food and garden organics generated by future residents
- the passage and operation of kerbside collection trucks
- designated areas for the collection of hard waste materials (i.e., mattresses, white goods, lounge suites etc) when required

If required, NAWMA and its contractor should only be consulted upon final design stage.

1.2 Bin storage area design

Bin storage areas need to be appropriately sized, designed and located to support consolidation of dwelling/tenancy waste into larger storage bins before collection.

Designers should consider providing a secure bin storage area to prevent interference with the bins and equipment by the public.

Sufficient space should be provided for any equipment needed to handle or manage estimated waste and recycling between collections.

The location of the bin storage area should balance the aesthetic needs of residents/tenants with the functional requirements of the waste management service provider.

The designated bin storage area should be external to living areas, either assigned to dwellings or tenancies and located within the property boundaries or in a designated part or areas of the Common Property.

Storage areas should be sized to store, in separate containers, the volume of waste, recycling and food and garden organics likely to be generated between collections and minimise potential for waste to spread outside the designated area.

1.3 Design for on street collection zones should consider:

- (a) local council and planning requirements
- (b) the balance of collection needs with aesthetics and public realm needs
- (c) existing and potential traffic controls
- (d) possible disruptions to local pedestrian and vehicle movements
- (e) possible impact upon noise sensitive adjacent land uses
- (g) adequate street access for the waste collection vehicle.

1.4 Design for on-property collection should ensure:

- (a) access for trucks to enter and exit the property in a forward gear
- (b) the need for reversing is minimized
- (c) that interference with pedestrian or vehicular movements is minimized
- (d) adequate design of pavement or roadway on-property to support collection vehicles

1.5 Simple Waste Management Systems

The kerbside area in front of a development must be able to accommodate the bins that are presented and allow the bins to be safely accessed and picked up by the collection vehicle.

Retain a 1.5 m wide (min.) pedestrian path in front of property whilst providing a kerbside verge area that can accommodate a bin presentation zone for each dwelling

Ensure that the zone is satisfactorily offset from trees, street furniture, tree canopies, and other items

Ensure that on-street parking arrangements do not restrict access by a side loading collection vehicle.

1.6 Designing for direct collection from an onsite bin storage area should allow:

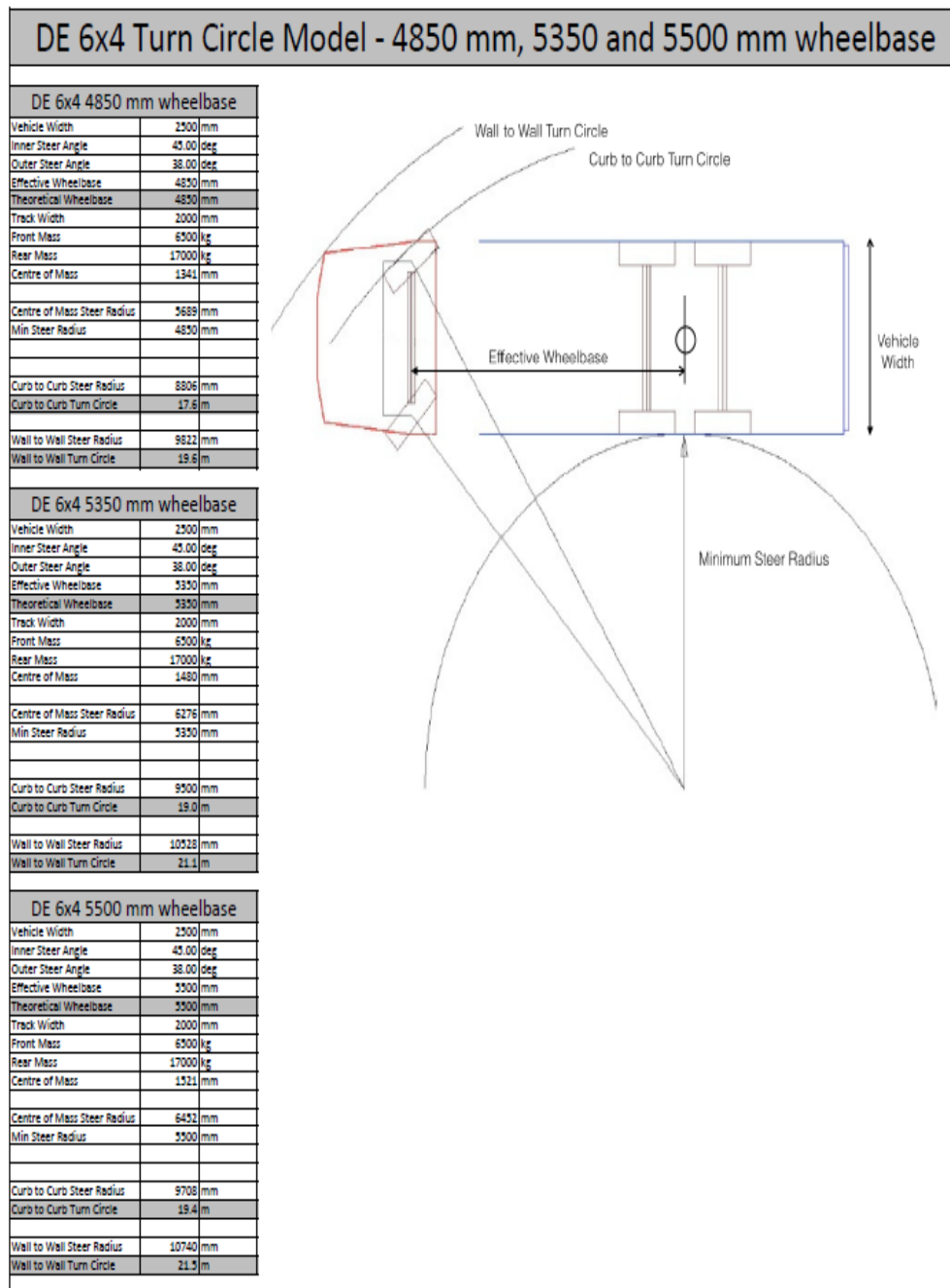
- (a) adequate vertical clearance for a truck to traverse the site to and from the bin storage area
- (b) space allowance to maneuver the vehicle into position with limited need to reverse
- (c) space allowances to minimise any potential risk of damage to the building or other property

1.7 Consideration needs to be given to the load capacity of the surfaces on which the truck will move.

Residential Side Lift Collection Vehicle

- Typical Vehicle servicing Waste, Recycling and Food and Garden Organics Bins
- Gross Weights averages between 22t – 24t
- Tare Weights averages between 13t – 15t

Side loading collection vehicle specs



Rear Lift Collection Vehicle Servicing 660ltr & 1100ltr Waste Bins in MUDs

SD 09/2014				SALES DATA SHEET		BUCHER municipal	
PRODUCT NAME		DATE	REVISION	SHEET	ACN 004 992 090		
URBIN II		16/02/2021	01	1 OF 2	SD-UR2-16XER00-V545		
PRODUCT CODE	PRODUCT SIZE/CAPACITY	SALES MARKET		PRODUCT FUNCTION VARIATION			
REARLOADER	16m3 XTG	AUSTRALIA					
BODY OPTIONS							
VEHICLE MAKE		VEHICLE MODEL		AXLE CONFIGURATION		WHEELBASE	
DENNIS EAGLE		ELITE 2 EURO 6		6x4		4850 (STD)	
CAB/CHASSIS OPTIONS						VCS CODE	
AUTO TRANS. AIRBAG SUSP.						B/26361116	

URBIN 16m XTG WITH UNDERBODY LIFTER

URBIN 16m XTG WITH UCBL LIFTER

URBIN 16m XTG WITH OPEN BACK

TRUCK TOTAL AND BODY WEIGHT

	FRONT (kg)	REAR (kg)	TOTAL (kg)
TRUCK *	4,070	3,310	7,380
UR2-16XTG BODY	391	4,819	5,210
DRIVER	80	0	80
ADDL 26% FUEL	96	140	236

MAXIMUM PAYLOAD LIMITATIONS**

MAXIMUM DESIGN CAPACITY	7,200
MAX PAYLOAD BASED ON LEGAL LIMITS***	10,094
MAX PAYLOAD BASED ON LEGAL LIMITS (RFS)***	10,594
THEORETICAL MAX PAYLOAD** (STD)	7,200
THEORETICAL MAX PAYLOAD** (RFS)	7,200

ESTIMATES OF PAYLOADS WITH BINLIFTER RANGE

	-152	517	321
UNDERBODY BINLIFTER			
TARE	4,445	8,796	13,241
PAYLOAD ** (STD)	1,880	7,714	9,594
GROSS	6,105	16,500	22,835
MAX RATED LOAD *** (STD)	5,500	16,500	23,000
PAYLOAD ** (RFS)	1,768	8,214	9,982
GROSS	6,213	17,000	23,213
MAX RATED LOAD *** (RFS)	5,500	17,000	23,500
UCBL-TWIN BINLIFTER	-202	522	320
TARE	1,859	7,709	9,568
PAYLOAD ** (STD)	6,094	16,500	22,594
GROSS	1,767	8,209	9,976
PAYLOAD ** (RFS)	6,202	17,000	23,202
UCBL-SINGLE BINLIFTER	-132	342	210
TARE	1,698	7,888	9,586
PAYLOAD ** (STD)	6,202	16,500	22,702
GROSS	1,805	8,388	10,194
PAYLOAD ** (RFS)	6,310	17,000	23,310
OPEN BACK	0	0	0
TARE	4,837	8,289	13,126
PAYLOAD ** (STD)	1,772	8,231	10,003
GROSS	6,408	16,500	22,908
PAYLOAD ** (RFS)	1,863	8,857	10,720
GROSS	6,500	16,626	23,126

VARIOUS OPTIONS AND THE EFFECTS ON TRUCK PAYLOAD

	FRONT (kg)	REAR (kg)	TOTAL (kg)
TOOLBOX	-8	-33	-41
FIRE EXTINGUISHER	-3	-13	-16
PANDWASH	-1	-6	-7
URBIN WINCH	-14	-66	-80
BULLAGE TANK	-44	-202	-246
Engine's Hopper (OBL)	-85	-417	-502

* TRUCK TARE ESTIMATED FROM TRUCK SPEC SHEETS
** PAYLOAD WEIGHTS ESTIMATED ONLY AND MAY DIFFER
*** PAYLOAD LIMITED BY DESIGN CAPACITY

Max Typ Payload for UR2-16XTG: 16m3 x 450kg/m3 = 7,200

Due to continuous product development Bucher Municipal reserves the right to alter specifications without prior notice

SD 09/2014				BUCHER municipal	
SALES DATA SHEET					
PRODUCT NAME		DATE	REVISION	SHEET	ACN 004 992 090
URBIN II		16/02/2021	01	2 OF 2	SD-UR-16XER00-V545
PRODUCT CODE	PRODUCT SIZE/CAPACITY	SALES MARKET		PRODUCT FUNCTION VARIATION	
REARLOADER	16m3 XTG	AUSTRALIA			
BODY OPTIONS					
VEHICLE MAKE		VEHICLE MODEL		AXLE CONFIGURATION	WHEELBASE
DENNIS EAGLE		ELITE 2 EURO 6		6x4	4850 (STD)
CAB/CHASSIS OPTIONS					VCS CODE
AUTO TRANS. AIRBAG SUSP.					B/26361116

TURNING CIRCLE $\phi 17500$
 $\phi 15483$ SWEEP PATH OF TAILGATE
 $\phi 15537$ THEORETICAL MAX BODY SIZE 2.5m WIDE @ 60% OF 4.85m WB
 4850
 2910 (60%)
 3151 (64.9%)
 1250

Due to continuous product development Bucher Municipal reserves the right to alter specifications without prior notice

MGB Dimensions – 140 litre




140 Litre MGB

QUALITY

- SAI Global Certified Product AS4123 (SMK40411)
- SAI Global Recognised Laboratory AS4123.5 (40119)
- ISO 9001 Quality Management Systems
- ISO 14001 Environmental Management Systems
- Injection Moulded HDPE
- UV Stabilized
- Chemical and odour resistant
- Heat and frost resistant
- Solid rubber tyred wheels (removable)
- Heavy duty nickel plated steel axle
- Maximum Nominal Load 56kg
- Maximum Mass 67kg

FLEXIBILITY

- Hot Stamping of bin body or lid
- Thermal Printing QR or barcode
- RFID and weighing compatible
- Bin body recycled content

COLOURS

- Full range of colours to suit your needs

DELIVERY

- Asia Pacific Region

WARRANTY

- 10 Year manufacturing warranty*

* subject to terms and conditions of sale.



Australian Standard
AS4123 Parts 1, 3, 5 & 7
BS 122, 145, 245, 355B






Weight (approx) 10.2 kg A. 520mm D. 620mm
Volume: 140 Litres B. 855mm E. 560mm
Wheel Diameter: 200mm C. 530mm F. 405mm

Contact Trident for a Quote or to discuss your needs!
bins@tridentaustralia.com
www.tridentaustralia.com
Trident Plastics (SA) Pty Ltd
 589 Torrens Road, St Clair South Australia 5011
 Phone +61 8 8444 6246



Quality
ISO 9001
SAI GLOBAL

Automotive
TS 16949
SAI GLOBAL

Environment
ISO 14001
SAI GLOBAL

MGB Dimensions – 240 litre



240 Litre MGB

QUALITY

- SAI Global Certified Product AS 4123 (SMK40411)
- SAI Global Recognised Laboratory AS4123.5 (40110)
- ISO 9001 Quality Management Systems
- ISO 14001 Environmental management Systems
- Injection Moulded HDPE
- UV Stabilized
- Chemical and odour resistant
- Heat and frost resistant
- Solid rubber tyre wheels (removable)
- Heavy duty nickel plated steel axle
- Maximum Nominal Load 96kg
- Maximum Mass 110kg

FLEXIBILITY

- Hot Stamping of bin body or lid
- Thermal Printing QR or barcode
- RFID and weighing compatible
- Bin body recycled content

COLOURS

- Full range of colours to suit your needs

DELIVERY

- Australia Wide

WARRANTY

- 10 Year manufacturing warranty*
*subject to terms and conditions of sale.




Weight (approx) 12.2kg
Volume: 240 Litres
Wheel Diameter: 200mm

A: 1060mm
B: 1005mm
C: 560mm

D: 730mm
E: 960mm
F: 410mm

Contact Trident for a Quote or to discuss your needs!
bins@tridentaustralia.com
www.tridentaustralia.com
Trident Plastics (SA) Pty Ltd
589 Torrens Road, St Clair South Australia 5011
Phone +61 8 8444 6246



MGB Dimensions – 660 litre



660L MGB DATASHEET

Four Wheeled Container Systems 660 Litre

QUALITY

- Injection Moulded HDPE
- UV Stabilized
- Chemical and odour resistant
- Heat and frost resistant
- Solid rubber tyred wheels
- Wheel locks on 2 wheels
- Water drainage plug

COLOURS

Standard body/lid colours



Other bin/lid colours



N.B. Colours are indicative only and should be used as a guide.

DELIVERY

- Asia Pacific Region

WARRANTY

- 1 Year manufacturing warranty*
- * subject to terms and conditions of sale.

Other Services:

- Bin Hot Stamping sides (optional extra)
- Parts and accessories wheels, pins, lids
- Directional locks
- Handle straps



Approximate weights and dimensions:

Dead Weight	45kg
Useful Load	264kg
Overall Height	1230mm
Overall Width	800mm
Overall Length	1200mm
Wheel	200mm

v1.20161130

Trident Plastics (SA) Pty Ltd
E: bins@tridentaustralia.com T: 08 8444 6246 www.tridentaustralia.com
589 Torrens Road, St Clair SA 5011



MGB Dimensions – 1100 litre



Four Wheeled Container Systems 1100 Litre

QUALITY

- Injection Moulded HDPE
- UV Stabilized
- Chemical and odour resistant
- Heat and frost resistant
- Solid rubber tyred wheels
- Wheel locks on 2 wheels
- Water drainage plug

COLOURS

Standard body/lid colours



Other bin/lid colours



N.B. Colours are indicative only and should be used as a guide.

DELIVERY

- Asia Pacific Region

WARRANTY

- 1 Year manufacturing warranty*
- * subject to terms and conditions of sale.

Other Services:

- Bin Hot Stamping sides (optional extra)
- Parts and accessories - wheels, pins, lids
- Directional locks
- Handle straps

1100L MGB DATASHEET



Approximate weights and dimensions:

Dead Weight	57kg
Useful Load	440kg
Overall Height:	1300mm
Overall Width:	1075mm
Overall Length:	1200mm
Wheel	200mm

V1. 20161130

Trident Plastics (SA) Pty Ltd
E: bins@tridentaustralia.com T: 08 8444 6246 www.tridentaustralia.com
589 Torrens Road, St Clair SA 5011



Appendix 2 – Hardwaste Terms and Conditions

Hard Waste Service

Items suitable for hard waste include:

- ✓ Furniture including carpets (must be rolled up) and mattresses.
- ✓ Refrigerators, stoves, washing machines, dishwashers & small kitchen appliances.
- ✓ Domestic household Items: e.g. toys, bikes, empty clean paint tins (with lids removed), car rims (not tyres) and other scrap metal.
- ✓ Electronic items (anything with a cord).
- ✓ Timber no longer than 2m, free of nails and bundled.
- ✓ Cardboard flattened & tied in bundles of 10 or less.

Items NOT suitable for hard waste include:

- ✗ General household waste or clothing.
- ✗ Green waste (plant clippings).
- ✗ Hazardous waste (e.g. asbestos, chemicals, batteries).
- ✗ Car bodies/car parts.
- ✗ Broken glass, mirrors, windows or panels of sheet glass.
- ✗ Ammunition, explosives or gas bottles.
- ✗ Paint tins containing wet paint.
- ✗ Construction/building materials, concrete, rocks or dirt.
- ✗ Car tyres and gas cylinders.
- ✗ Polystyrene.

For a hard waste drop-off service only, please note:

- The permissible amount is around a 6*4 single-axle (caged) trailer load.
- Photographic ID must be presented at the Gatehouses when using a drop-off code.
- 6 week expiry date from the date of issue on all drop-off codes.

For a hard waste collection only, please note:

- The amount of material should not exceed 2 cubic metres.
- Items must be neatly stacked on the verge in front of the property, items should be kept clear from all public footpaths and walkways.
- All items should be placed out for collection before 7am on the pickup day, but no earlier than the night before.
- Collection is between 7am and sunset.
- Small items can be placed together in cardboard boxes.
- Items must be able to be picked up by two people.

Reuse before Recycling

If your items are of reusable condition, please consider calling Mobo Group on 8287 0565 to donate to the [Elizabeth Salvage & Save](#) store. Depending on the items they may be able to visit your home before collection date.

For more information contact the NAWMA Customer Service Team on 8259 2100.

STAFF REPORTS

Matters for Information

15.1 CORPORATE GOVERNANCE COMMITTEE COMMUNIQUE – DECEMBER 2023

Responsible Executive Manager : Sam Green

Report Author : Sarah Schutz

Delegated Authority : Matters for Information

Attachments : 1. Corporate Governance Committee Communique - December 2023

Purpose

To provide the Council with an update from the Corporate Governance Committee concerning matters discussed at the most recent meeting, held on 5 December 2023.

STAFF RECOMMENDATION

1. The Council notes the update provided by the Corporate Governance Committee for the December 2023 meeting.
2. The Council is supportive of the format of the Corporate Governance Committee report and agrees to receive future reports in the same format.

Relevance to Strategic Plan

Decision-making filter: We will ensure that we meet our legislative requirements and legal obligations.

The Corporate Governance Committee is a requirement under Section 126 of the *Local Government Act 1999* (the Act), the Charter details how the Committee fulfils these obligations. Section 126(8)(a) of the Act states the audit and risk committee of a Council must provide a report to the Council after each meeting summarising the work of the Committee during the period preceding the meeting and the outcomes of the meeting. This is in addition to the provision of Committee minutes and the annual report.

Relevance to Community Engagement Policy

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

Background

On the 30 November 2023, amendments to Section 126 of the *Local Government Act 1999* regarding audit and risk committees commenced. Section 126(8)(a) of the Act included additional reporting requirements for Council's Corporate Governance Committee with a report to the Council after each meeting of the Committee. This report has been prepared following the most recent meeting of the Corporate Governance Committee.

Current Situation

The Corporate Governance Committee Communique for December 2023 is provided in Attachment 1.

Future Action

The Council will receive a report from the Corporate Governance Committee regarding matters discussed following each meeting of the Committee.

Communique

Corporate Governance Committee – December 2023

At the December Corporate Governance Committee (Committee) meeting held on 5 December 2023, the Committee considered eight (8) items, comprising of Staff Reports and updates for review by Committee with recommendations to be referred to Council for consideration and matters, through Staff Reports and Information Updates, for consideration by Committee only.

These topics ranged from:

- Review of Council's Risk Appetite Statement and Risk Management Fundamental Principles;
- Review of the Committee Workplan and Risk Evaluation Action Plans;
- Status update on Internal Audit activities; and
- Review of the Strategic Risk Report

Three (3) matters were considered by Committee in confidence in relation to:

- The Chief Executive Officers Update;
- Status Update on the Internal Controls Audit ; and
- External Auditor Performance.

The Committee provides the following overview of key and material areas of interest and discussion below for Council's information.

Strategic Risk Report

The Committee had a substantial discussion on the Strategic Risk Report following a detailed review by staff in consultation with the Senior Leadership Team. The Committee amended the staff recommendation including a request that staff also review the risk matrix, consequence criteria and likelihood ratings and bring these back to the Committee for further discussion and consideration.

External Auditor Performance

The Committee considered a confidential presentation on the performance of Council's external auditors.

As a result of this presentation and the performance issues highlighted by staff, the Committee requested the Administration to instruct the external auditors to provide their Draft Audit Plan for 2023/24 financial year at the February 2024 Committee meeting rather than the April 2024 Committee meeting so as to allow time for the Committee to review and provide some rigor and commentary on Plan content and deliverables

15.2 BUDGET UPDATE REPORT

Responsible Executive Manager : Sam Green

Report Author : Trisca Price

Delegated Authority : Matters for Information

Attachments : 1 [↓](#). Budget Update Report

Purpose

To inform Council on the organisation's financial performance to the end of November 2023.

STAFF RECOMMENDATION

Council notes the Budget Update report for the period ending 30 November 2023.

Relevance to Strategic Plan

This item ensures we meet our legislative requirements under the *Local Government (Financial Management) Regulations 2011* and Section 123 (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.

Relevance to Community Engagement Policy

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

Background

Council has responsibility under the *Local Government Financial Management Regulations 2011* and Section 123(13) of the *Local Government Act 1999* to consider financial reports on the Council's financial performance and budget position.

Current Situation

Budget Position

A Revised Budget was adopted by Council on 24 October 2023 following the First Budget Review. There was an increase of \$2.2M to the overall operating surplus to \$10.0M, with a Structural Surplus increase of \$0.6M to \$2.1M. Favourable movements included increased Federal Assistance Grant allocation for 2023/24, increased grant funding for Supplementary Local Roads (SLR) and Special Local Roads (Kinkaid), and savings in interest costs. These were offset by increased operating costs associated with approved capital costs and other minor expenses not included in the Annual Business Plan.

The table below summarises the impact of budget review:

Operating Position 2023/24	Operating \$000's (Unfav)/Fav	Structural \$000's
Original Budget	7,805	1,462
Grant Funding (Financial Assistance Grant)	888	888
Grant Funding (Supplementary Local Rd)	688	-
Grant Funding (Special Local Rd)	930	-
Additional operating costs associated with increased capital	(224)	(224)
Other minor changes	(65)	(65)
Total Value of Changes	2,217	599
Revised Budget Surplus	10,022	2,061

The Net Capital budget increased in the First Budget Review by \$17M to \$63.3M as detailed in the table below.

Capital Budget 2023/24	Revenue \$000's	Expense \$000's	Net Capital \$000's
Original Budget	15,961	62,224	46,263
Approved Projects via Resolution	-	2,295	2,295
Realignment of project budgets	4,135	14,279	10,144
New Grant Funded Projects	70	1,000	930
Additional Scope	-	179	179
Additional budget request on existing projects	-	5,386	5,386
Projects not being delivered	-	(1,928)	(1,928)
Other Minor Project variations	-	42	42
Total Value of Changes	4,205	21,253	17,048
Revised Capital Budget	20,166	83,477	63,311

Operating Position

Year to Date

The result as at 30 November 2023 is an operating surplus of \$1.0M compared with a budgeted surplus of \$0.5M.

The structural deficit result of \$1.5M compares with a budgeted structural deficit of \$2.0M. The structural deficit excludes the one-off operating grants/contributions which will fund future infrastructure projects and other one-off non recurrent items.

Full Year Forecast

As at 30 November 2023, the forecast is an operating deficit of \$5.2M compared with a budgeted operating surplus of \$10.0M, unfavourable by \$15.2M and structural deficit of \$12.6M compared with a budgeted structural surplus of \$2.1M. This largely reflects the reduced forecasted FA Grant's income due to brought forward payment of \$15.3M (93% of the 2023/24 allocation) last financial year.

Capital Position

The full year net capital forecast of \$44.0M is \$19.3M less than the net capital budget of \$63.3M.

This reflects a retiming of capital expenditure due to multiyear projects that will be carried out as they continue into 2024/25.

Further detail in relation to this Budget Update Report can be found in Attachment 1.

Debt Position

On 27 June 2023 Council adopted the 2023/24 Annual Business Plan and Budget and approved in accordance with Section 134 of the *Local Government Act 1999*, a maximum

debt facility of \$150 million. No change was made to the approved facility as part of Budget Review1.

Actual borrowings as at 30 November 2023 were \$88.7 million, well below the approved maximum debt facility.

Future Action

Further updates to be provided on a monthly basis.

Budget Update Report

November 2023

YTD Result as at November 2023

The table below shows the year to date position for income and expense with a year to date net deficit of \$1.5M (excluding non-structural items) which is favourable to YTD Budget by \$0.5M.

	YTD Actual \$'000	YTD Budget \$'000	Variance Fav/(Unfav) \$'000	%	Explanation of variance where considered material
Income					
RATES REVENUES	42,504	42,409	95	0%	
STATUTORY CHARGES	1,708	1,509	199	13%	Additional application fees and Section 7 Searches
USER CHARGES	2,191	1,732	459	27%	Additional Internal ASR water revenue
INVESTMENT INCOME	39	20	19	95%	Additional interest income due to higher interest rates
REIMBURSEMENTS	376	202	174	86%	Additional Aquadome and tree services
OTHER INCOME	216	168	48	29%	Additional event sponsorship and LGFA bonus
GRANTS, SUBSIDIES, CONTRIBUTIONS	5,376	4,983	393	8%	Additional grants and developer contributions
Total Income	52,410	51,023	1,387	3%	
Expense					
EMPLOYEE COSTS	19,397	19,190	(207)	(1%)	
MATERIALS CONTRACTS OTHER EXPENSES	18,728	17,614	(1,114)	(6%)	Cost pressures in electricity with additional legal costs and increased Internal ASR water expense
FINANCE COSTS	1,519	1,722	203	12%	Lower debt balance
DEPRECIATION, AMORTISATION & IMPAIRMENT	11,803	12,051	248	2%	
Total Expense	51,447	50,577	(870)	(2%)	
Net Surplus/(Deficit)	963	446	517		
Non-Structural Items ¹	2,498	2,431	67		
Net Structural Surplus/(Deficit)	(1,535)	(1,985)	450		

Notes:

1. Developer contributions, operating grants used for capital projects, reserves & one off investment decisions not part of recurrent base budget or for future use on infrastructure projects

Budget Update Report

November 2023

Full Year Forecast Result as at November 2023

The table below shows the full year forecasted result for income and expense with a net deficit of \$12.6M (excluding non-structural items) which is unfavourable to Budget by \$14.7M.

	Full Year Forecast \$'000	Full Year Budget \$'000	Variance Fav/(Unfav) \$'000	%	Explanation of variance where considered material
Income					
RATES REVENUES	102,133	102,004	129	0%	
STATUTORY CHARGES	3,076	2,888	188	7%	Additional application fees and Section 7 Searches
USER CHARGES	6,489	6,047	442	7%	Additional Internal ASR water revenue
INVESTMENT INCOME	74	52	22	42%	Additional interest income due to higher interest rates
REIMBURSEMENTS	792	637	155	24%	Additional Aquadome and tree services reimbursements
OTHER INCOME	224	177	47	27%	Additional event sponsorship and LGFA bonus
GRANTS, SUBSIDIES, CONTRIBUTIONS	13,594	30,156	(16,562)	(55%)	Financial assistance grants prepaid in 2022-23, part LRCI grant to be claimed in FY24 offset by higher developer contributions and additional grants
Total Income	126,382	141,961	(15,579)	(11%)	
Expense					
EMPLOYEE COSTS	47,242	47,785	543	1%	
MATERIALS CONTRACTS OTHER EXPENSES	48,967	48,181	(786)	(2%)	Cost pressures in electricity with additional legal costs and increased Internal ASR water expense offset by operating costs associated with delayed capital spend
FINANCE COSTS	4,432	4,793	361	8%	Delay in capital spend
DEPRECIATION, AMORTISATION & IMPAIRMENT	30,500	30,595	95	0%	
NET LOSS- JOINT VENTURES & ASSOCIATES	446	585	139	24%	NAWMA revised deficit following BR1
Total Expense	131,587	131,939	352	0%	
Net Surplus/(Deficit)	(5,205)	10,022	(15,227)		
Non-Structural Items ¹	7,391	7,961	(570)		
Net Structural Surplus/(Deficit)	(12,596)	2,061	(14,657)		
For comparative purposes only					
Adjustment for advance payment of FA Grants	15,345		15,345		
Adjusted Net Structural Surplus/(Deficit)	2,749	2,061	688		

Notes:

1. Developer contributions, operating grants used for capital projects, reserves & one off investment decisions not part of recurrent base budget or for future use on infrastructure projects

Budget Update Report

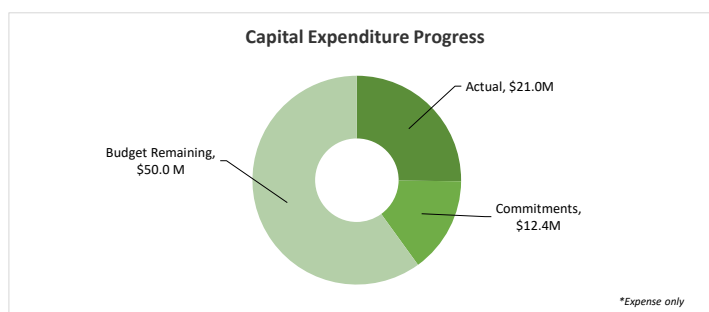
November 2023

Capital Full Year Movement (2023-2024)

The table below shows the full year forecasted net capital expenditure of \$44.0M which is less than Budget by \$19.3M.

	Full Year Forecast	Full Year Budget	Variance Less/ (Greater)	Explanation of variance where considered material
Revenue	(7,901)	(20,166)	12,265	Grants deferred until construction for Park Road Drainage, McGilp Reserve Redevelopment, Virgo St Reserve and Barrow St Reserve Upgrades, Munno Para Sportsground Stage 1, Kalara Reserve Upgrades, Argana Park Shared Change Facilities, Blackspot Stebonheath/Dalkeith Rd Intersection, Blakes Crossing LATM, Curtis Rd/Frisby Rd Intersection Upgrade and Argana Park Oval Lighting.
Expenses	51,947	83,477	31,530	Deferred construction for above projects as well as deferred works in AMP buildings and delay in delivery of AMP Fleet vehicles.
Total Net Capital Expenditure	44,046	63,311	19,265	

	Full Year Forecast \$'000	Full Year Budget \$'000	Variance Less/ (Greater) \$'000	Explanation of variance where considered material
Buildings	1,491	2,210	719	Deferral of ATCO Transportable renewal.
Fleet	3,861	4,972	1,111	Delay in delivery of vehicles offset by plant being bought forward.
IT	1,162	1,213	51	
Northern CBD	268	1,451	1,183	NCBD development costs incurred in FY25, Prince Charles Street construction to continue in FY25.
Other	1,971	5,050	3,079	Development costs under negotiation with developers and Munno Para West Reserve (Peerless Rd) construction to continue in FY25.
Playford Alive	682	885	203	PA Open Space Upgrade (Pete Smith) construction to continue in FY25.
Parks	4,671	8,739	4,068	McGilp Reserve Redevelopment, Kalara Reserve-Andrews Farm Soccer Upgrades, Argana Park - Shared Change Facilities in design stage.
Stormwater	768	1,711	943	Park Rd Drainage construction in FY25.
Streetscapes	9,753	10,311	558	Old Port Wakefield - Virginia Main Street forecast saving and ACH Verge works incurred in FY24.
Transport	19,025	26,375	7,350	Argana Park - Car Parking and Munno Para Sportsground Stage 1 in design stage, Supplementary Local Roads to be allocated and AMP Kinkaid to continue in FY25.
Wetlands	394	394	-	
Total Net Capital Expenditure	44,046	63,311	19,265	

Capital Expenditure Progress as at November

Budget Update Report

November 2023

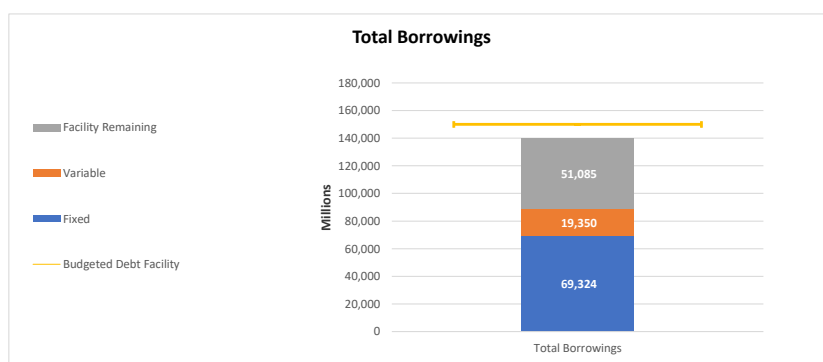
Borrowings/Investment Summary (2023/2024)**Debt Mix:**

As at November 2023 the balance of Council's short-term investments is \$0.3M.

Council's total borrowings as at the end of November 2023 are \$88.7M, comprising \$69.3M in fixed rate borrowings and \$19.4M of variable rate borrowings; total facilities accumulate to \$139.8M.

Total borrowings, net of repayments, have decreased \$3.1M from \$91.8M the prior month. This is consistent with Council's capital spend timing and receipts.

The LTFP has a budgeted debt facility of \$150.0M based on the assumption of full delivery of capital programs and an allowance for Treasury cash flow management. These borrowings fall within the approved budget, Council's adopted financial indicators and the LTFP. Forecasted Debt as at 30 June 2024 is \$112.4M.

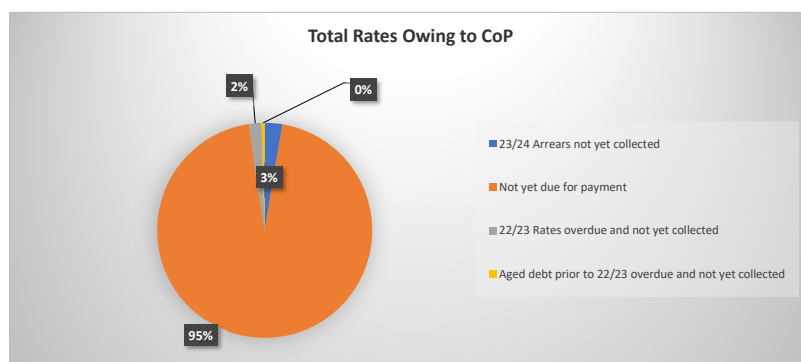
**Rates Recovery:**

Rates recovery has a direct impact on positive cash flow which then correlates to borrowings. By maximising cashflows, less borrowings are required to fund operational expenditure.

Total rates owing of \$54.6M (51.7%) as at November 2023 reflects an decrease of 2.7% compared to November 2022.

7.7% of ratepayers are proactively utilising Council's bill smoothing options including direct debit and centrepay.

0.6% of councils ratepayers have arrangements in place under councils hardship policy.



Reserves

The reserves are a collation of developer contributions received over a number of periods and are managed as a cash offset against our debt. Under legislation we are required to apply interest income to the balance in reserves using the RBA average cash rate.

The forecasted balance of reserves as at 30 June 2024 is \$15.2M.

Below is a summary of the forecasted contributions, expenditure and estimated interest as at November 2023.

Reserve	Opening Balance	Forecasted Developer Contributions & State Govt Grants	Forecasted Expenditure	Estimated Interest	Forecasted Closing balance
	\$'000	\$'000	\$'000	\$'000	23/24
Open Space Reserve	9,563	1,962	(4,567)	289	7,247
Stormwater Infrastructure Deed - Virginia	(157)	-	(145)	(13)	(315)
Stormwater Infrastructure Deed - Angle Vale	505	1,664	(2)	90	2,257
Stormwater Infrastructure Deed - Playford North Extension	(609)	-	-	(25)	(634)
Social Infrastructure Deed - Virginia	159	44	-	8	211
Social Infrastructure Deed - Angle Vale	1,493	286	-	0	1,779
Social Infrastructure Deed - PNE	379	194	-	24	597
Supplementary Local Roads	2,721	688	(1,010)	100	2,499
Playford Alive Initiative Fund	147	208	(89)	11	277
Urban fund tree	23	5	-	1	29
Gawler Rail Vegetation Offset	232	-	(87)	6	151
Other one-off Reserves	1,485	-	(386)	45	1,144
	15,941	5,051	(6,286)	536	15,242

Budget Update Report

November 2023

Financial Indicators

Financial sustainability is achieved when Council can deliver the services it provides to the community at an agreed and consistent standard across a long period, without the need for significant rate increases or significant service reductions, whilst maintaining inter-generational equity.

Financial sustainability enables Council to:

- Deliver and maintain intergenerational equity
- Maintain a solid and healthy financial position
- Maintain a degree of stability and predictability for future rate increases
- Manage its debt levels

Council has six financial indicators used to measure its financial sustainability.

Financial Indicator	Explanation	Target	Forecast	Adjusted Forecast	Budget	Points to note on indicators outside of target range
Operating Surplus Ratio	Gives an indication of Councils ability to service its operations from expected income, while maintaining long term financial sustainability.	Between 1% and 10%	✗ -4.1%	✓ 7.2%	✓ 7.1%	Adjusted for prepayment of 23/24 FA Grants in 22/23 and part LRCL grant to be claimed in FY24
Structural Surplus Ratio	Operating Surplus Ratio excluding one off grants, contributions, reserves and investments	Between 1% and 4%	✗ -10.5%	✓ 1.9%	✓ 1.5%	Adjusted for prepayment of 23/24 FA Grants in 22/23
Cash Flow from Operations Ratio*	Measures whether Council is generating enough cash from its operations to cover the replacement of assets over time.	Between 90% and 110%	✗ 42.8%	✓ 105.2%	✓ 105.2%	Adjusted for prepayment of 23/24 FA Grants in 22/23
Asset Renewal Funding Ratio	Shows whether or not Council is replacing assets at the rate as required in the Asset Management Plan.	Between 90% and 110%	✗ 153.1%	✗ 153.1%	✗ 172.9%	Above target as a result of deferred AMP Program from 2022/23 carried over to 2023/24
Net Financial Liabilities Ratio**	Shows the extent to which Council is managing its debt.	Between 50% and 160%	✓ 74.2%	✓ 66.2%	✓ 84.3%	
Interest Expense Ratio	Shows how much discretionary income is used to pay interest on borrowings	Between 4% and 8%	✓ 4.3%	✓ 4.3%	✓ 4.7%	

*Note that the Cashflow from Operation Ratio Forecast is only updated at BR1, Mid Year, BR2

**Note that forecast for Net Financial Liabilities Ratio is based on current period balance

Adjusted Forecast corrects the distortion created due to accounting treatment of the advance payment of FA Grants allocation, and creates a more accurate basis for comparison.

STAFF REPORTS

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

17.1 NAWMA BOARD APPOINTMENT - INDEPENDENT CHAIRPERSON

Contact Person: Sam Green

Why is this matter before the Council or Committee?

Matters which cannot be delegated to a Committee or Staff

Purpose

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

A. COUNCIL TO MOVE MOTION TO GO INTO CONFIDENCE**STAFF RECOMMENDATION**

Pursuant to Section 90(2) of the *Local Government Act 1999* an order is made that the public be excluded from attendance at the meeting, with the exception of:

- Chief Executive Officer;
- General Manager City Services;
- General Manager City Assets;
- Executive Strategic Advisor;
- Senior Manager Assets and Delivery;
- Senior Manager City and Corporate Plans;
- Senior Manager Development Services;
- Senior Manager Financial Services;
- Senior Manager Families and Young People;
- Acting Senior Manager Community Engagement and Experience;
- Manager Governance;
- Governance Support;
- ICT Support;
- Minute Taker;

in order to consider in confidence agenda item 17.1 under Section 90(3)(a) of the *Local Government Act 1999* on the basis that:

- (a) information the disclosure of which would involve the unreasonable disclosure of information concerning the personal affairs of any person (living or dead).

This matter is Confidential because The report contains information relating to the personal affairs of an individual.

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

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

B. The Matters as per item 17.1**C. COUNCIL TO DECIDE HOW LONG ITEM 17.1 IS TO BE KEPT IN CONFIDENCE**

PURPOSE

To resolve how long agenda item 17.1 is to be kept confidential.

STAFF RECOMMENDATION

Pursuant to Section 91(7) of the *Local Government Act 1999*, the Council orders that the following aspects of Item 17.1 be kept confidential in accordance with Council's reasons to deal with this item in confidence pursuant to Section 90(3)(a) of the *Local Government Act 1999*:

- Report for Item 17.1
- Attachment(s) for Item 17.1
- Minutes for Item 17.1

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

Pursuant to Section 91(9)(c) of the *Local Government Act 1999*, the Council delegates to the Chief Executive Officer the power to revoke the order to keep the report and minutes in confidence at any time and the Chief Executive Officer must advise the Council of the revocation of this order as soon as possible after such revocation has occurred.