CITY OF HOLDFAST BAY

Council Agenda

NOTICE OF MEETING

Notice is hereby given that an ordinary meeting of Council will be held in the

**Council Chamber – Glenelg Town Hall
Moseley Square, Glenelg**

Tuesday 13 March 2018 at 7.00pm

Justin Lynch
CHIEF EXECUTIVE OFFICER

Ordinary Council Meeting Agenda

1.   OPENING

The Deputy Mayor will declare the meeting open at 7:00pm.

2.   KAURNA ACKNOWLEDGEMENT

We acknowledge Kaurna people as the traditional owners and custodians of this land.

We respect their spiritual relationship with country that has developed over thousands of years, and the cultural heritage and beliefs that remain important to Kaurna People today.

3.   PRAYER

Heavenly Father, we pray for your presence and guidance at our Council Meeting. Grant us your wisdom and protect our integrity as we carry out the powers and responsibilities entrusted to us on behalf of the community that we serve.

4.   APOLOGIES

4.1   Apologies Received

4.2   Absent

5.   ITEMS PRESENTED TO COUNCIL

6.   DECLARATION OF INTEREST

If a Council Member has an interest (within the terms of the Local Government Act 1999) in a matter before the Council they are asked to disclose the interest to the Council and provide full and accurate details of the relevant interest. Members are reminded to declare their interest before each item.

7.   CONFIRMATION OF MINUTES

<u>**Motion**</u>

That the minutes of the Ordinary Meeting of Council held on 27 February 2018 be taken as read and confirmed.

Moved Councillor _____, Seconded Councillor _____   **Carried**

8.   PUBLIC PRESENTATIONS

8.1   **Petitions** - Nil

8.2   **Presentations** - Nil

8.3   **Deputations**

8.3.1   Deputation from Marino Residents Association

A five minute deputation has been approved from the Mr David Bagshaw, representing the Marino Residents Association.

9.   **QUESTIONS BY MEMBERS**

9.1   **Without Notice**

9.2   **On Notice** - Nil

10.   **MEMBER'S ACTIVITY REPORTS**

10.1   Members' Activity Report (Report No: 74/18)

11.   **MOTIONS ON NOTICE**

11.1   CONFIDENTIAL – Motion on Notice – Business Proposal – Councillor Bouchee (Report No: 75/18)

Pursuant to Section 83(5) of the *Local Government Act 1999* the Report attached to this agenda and the accompanying documentation is delivered to the Council Members upon the basis that the Council consider the Report and the documents in confidence under Part 3 of the Act,

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

11.2   Motion on Notice – Development Policy Guidelines – Councillor Aust (Report No: 77/18)

12.   **ADJOURNED MATTERS -** Nil

13.   **REPORTS OF MANAGEMENT COMMITTEES, SUBSIDIARIES AND THE DEVELOPMENT ASSESSMENT PANEL**

13.1   Minutes – Executive Committee – 20 February 2018 (Report No: 55/18)
13.2   Minutes – Alwyndor Management Committee – 16 January and 20 February 2018 (Report No: 67/18)
13.3   Minutes – Jetty Road Mainstreet Committee – 7 February 2018 (Report No: 71/18)

14.   REPORTS BY OFFICERS

14.1   Items in Brief (Report No: 64/18)
14.2   Application for Landowner's Consent – Brighton Surf Lifesaving Club Observation Tower (Report No: 69/18)
14.3   Mint 2 – Application for Landowner's Consent to Develop Outdoor Dining Area (Report No: 70/18)
14.4   Draft Community Centre Framework Consultation (Report No: 72/18)
14.5   Open Space Strategy Community Engagement (Report No: 62/18)
14.6   Risk Management Framework Policy and Procedure (Report No: 63/18)
14.7   Prudential Management Policy (Report No: 65/18)
14.8   Kingston Park Masterplan - Update (Report No: 73/18)

15.   RESOLUTIONS SUBJECT TO FORMAL MOTIONS - Nil

16.   URGENT BUSINESS – Subject to the Leave of the Meeting

17.   CLOSURE

JUSTIN LYNCH
CHIEF EXECUTIVE OFFICER

Item No: **10.1**

Subject: **MEMBERS' ACTIVITY REPORTS**

Date: 13 March 2018

SUMMARY

These activity reports are presented for the information of Members.

After noting the report any items of interest can be discussed, if required with the leave of the meeting.

RECOMMENDATION

That the following activity report be noted from Councillor Bradshaw.

REPORT

1.   Councillor Bradshaw

Date	Activity
24/01/2018	Sculpture Exhibition Opening at Brighton Lifesavers Club
26/01/2018	Australia Day Citizenship Presentation
08/02/2018	Liberal Financial Pledge to Redevelop Precinct - Brighton Oval
15/02/2018	Marino Residents Association Meeting
	SA Best Financial Pledge to Redevelop Precinct -Brighton Oval
20/02/2018	Executive Committee Meeting
24/02/2018	Brighton Cricket Club 150th Celebration
02/03/2018	Brighton Secondary School Leadership & Recognition Assembly

City of Holdfast Bay   Council Report No: 77/18

Item No:	**11.2**
Subject:	**MOTION ON NOTICE – DEVELOPMENT POLICY GUIDELINES – COUNCILLOR AUST**
Date:	13 March 2018

PROPOSED MOTION

Councillor Aust proposed the following motion:

1.   **That Administration review the case of Mr Jim Parkins, resident of Wallace St, whose application for a car port has been refused by the planning committee, to see if there is any way we can assist the Parkins In the erection of the temporary structure they will be required to install.**

2.   **That Administration form a working party review the current development policy guidelines to confirm they will be flexible enough to meet the changing needs of our residents as they get older.**

3.   **That Administration report the findings to Council.**

BACKGROUND

The Parkins story is an example of how planning does affect the lives of our residents. They purchased their home over 30 years ago when they were in their early forties.

The home has a long narrow driveway into an existing garage, which was not a problem until the last few years.

Now that the Parkins are older and their physical abilities are compromised, they are having difficulty negotiating the driveway. They have a very small car but, should it stop in the driveway, the doors cannot be opened in order to get into or out of the car.

To overcome this problem and with a desire to protect their vehicle from the elements, they wanted to build a carport. Their plan contravenes the current guidelines. It will be built forward of their building & therefore too close to the front fence.

Despite several appeals, the plan has been refused.

Council will permit them to put up a temporary structure such as a sail or a tent. They don't want to do this because it will detract from the amenity of their home but because they cannot have a professionally constructed carport, they have no option.

Surely we do not want to be a council that forces ageing residents to put up with unnecessary angst and disputes simply because they need to build a carport. Why would we allow a temporary, unattractive structure to be installed as opposed to an architecturally designed carport which will fit the existing building?

ADMINISTRATION COMMENT

The decision to deny the landowner a carport in front of the dwelling has been dealt with by both the Holdfast Bay Council Assessment Panel and the Environment, Resources and Development Court, which upheld the Panel's decision. As the Court has already delivered its verdict, the Motion on Notice traverses old ground, as the merits of a structure forward of the dwelling have already been explored *ad nauseam* and now adjudicated by the Court. Nothing in the Court's decision or Council's Development Plan supports investigating the matter further. Given the resourcing dedicated to this matter through the planning process over many months, further resource allocation to this single issue is unreasonable. The best and most appropriate channel for addressing the issue of aging-in-place is through the Housing and Lifestyle Strategy, which can then inform future policy change in the Development Plan. This issue is best addressed as part of that process.

City of Holdfast Bay   Council Report No: 55/18

Item No:	**13.1**
Subject:	**MINUTES - EXECUTIVE COMMITTEE – 20 FEBRUARY 2018**
Date:	13 March 2018
Written By:	General Manager Business Services
General Manager:	Business Services, Mr R Bria

SUMMARY

The minutes of the Executive Committee meeting for 20 February 2018 are presented to Council for information and endorsement.

RECOMMENDATION

1. **That the minutes of the Executive Committee meeting held 20 February 2018 be received.**

2. **That the Executive Committee advises Council it has considered the Chief Executive Officer's performance review process and recommends that:**

    2.1   **the Key Result Areas (KRAs) measuring performance for the 2016/17 year be adopted for the 2017/18 performance review process, as presented in Attachment 2 to Report No: 45/18;**

    2.2   **the KRAs as presented in Attachment 2 to Report No: 45/18, with minor amendments be adopted for use in the 2018/19 performance review process (Attachment 3).**

COMMUNITY PLAN

A Place that Provides Value for Money

COUNCIL POLICY

Not applicable

STATUTORY PROVISIONS

Local Government Act 1999, Sections 41 and 126

BACKGROUND

The Executive Committee is established under Section 41 of the *Local Government Act 1999*:

• to recommend to Council the form and process of the Chief Executive Officer's annual performance appraisal;
• to undertake the annual performance appraisal;
• to provide a report and to make recommendations to Council on any matters arising from the annual performance appraisal.

Attached for the information of the members is Attachment 2 to Report No: 45/18 which details the KRAs for use in the 2017/18 performance year.

Refer Attachment 2

Also attached for information is the proposed 2018/19 performance year KPAs.

Refer Attachment 3

Minutes of the meeting of the Executive Committee of the City of Holdfast Bay held in the Mawson Room, Civic Centre, 24 Jetty Road, Brighton on Wednesday 20 February 2018 at 6:00pm.

PRESENT

Members

Deputy Mayor A Wilson
Councillor S Charlick
Councillor J Smedley
Councillor A Bradshaw

Staff

General Manager Business Services – Mr R Bria

1. OPENING

In the absence of the Chair of the Executive Committee, Mayor Patterson the Committee appointed an Acting Chair.

Motion

That Councillor Wilson, Deputy Mayor be appointed to chair this meeting of the Executive Committee in the absence of the Mayor.

Moved Councillor Smedley, Seconded Councillor Bradshaw   **Carried**

The Acting Chairman, Councillor A Wilson declared the meeting open at 6.02pm.

2. APOLOGIES

2.1   Apologies Received – Councillor R Snewin
2.2   Absent – Nil
2.3   Leave of Absence - Mayor S Patterson

3. DECLARATION OF INTEREST

Members were reminded to declare their interest before each item.

4. CONFIRMATION OF MINUTES

Motion

That the minutes of the Executive Committee held on 17 May 2016 be taken as read and confirmed.

Moved by Councillor Smedley, Seconded by Councillor Bradshaw   **Carried**

5.   REPORTS BY OFFICERS

5.1   **Chief Executive Officer's Performance Review Process** (Report No: 45/18)

The Executive Committee is charged with the responsibility for undertaking the annual performance appraisal of the Chief Executive Officer.

The Executive Committee should review and recommend to Council the performance appraisal process for the 2017/18 financial year.

Motion

That the Executive Committee advises Council it has considered the Chief Executive Officer's performance review process and recommends that:

1.   **the Key Result Areas (KRAs) measuring performance for the 2016/17 year be adopted for the 2017/18 performance review process, as presented in Attachment 2 to Report 45/18;**

2.   **the KRAs as presented in Attachment 2 to Report No: 45/18, with minor amendments be adopted for use in the 2018/19 performance review process.**

Moved Councillor Smedley, Seconded Councillor Bradshaw   **Carried**

6.   URGENT BUSINESS – SUBJECT TO THE LEAVE OF THE MEETING - Nil

7.   CLOSURE

The Meeting closed at 7.10 pm.

CONFIRMED

CHAIRMAN

CEO Performance Appraisal

Key Result Area	Item	Measures required by Elected Members	Evidence
1. Effective Relationships with Elected Members	1.1	Annual presentation to Council on my performance (schedule workshop)	EM calendar appointment
	1.2	360° Survey on CEO + scores	Confidential Report
	1.3	Weekly 1 on 1 with Mayor	Diary appointments
	1.4	Meeting with 1 EM per month	Diary appointments
	1.5	Communication to EM's (via Bulletin, e-mails & calls, IIB's, Briefings, Workshops, via Mayor, media updates, catch ups …)	Examples: Agenda, diary appointments Refer 1.2
	1.6	Quality of Reports to Council	Satisfaction from EMs with Reports via survey Refer 1.2
	1.7	Status update: Grants	Items in Brief (quarterly)
	1.8	Policies, procedures & strategies to Council (list of Council policies)	100% of policies reviewed
	1.9	Outstanding Reports list	Report to Council (quarterly)
2. Implementation of Council's Strategic Plan 2016-2020	2.1	Strategic Plan document developed	Completed
	2.2	Quality of Life Survey results	On completion
	2.3	CEO champions Vision & Values	Refer 1.2
	2.4	Staff buy-in to vision	Culture & WHS Brand scores
	2.5	Status update: Annual Business Plan	Report to Council (bi-annually)
	2.6	Status update: Budget	Report to Council (quarterly)
3. Financial & Asset Management	3.1	Budget vs Operating result within 5%, including Alwyndor	Audited Accounts (annual)
	3.2	Commercial Operations results (Caravan Park, Broadway Kiosk, Partridge House, GTH (within 5%)	Report to Council (quarterly)
	3.3	Financial Ratios – Financial Liabilities, Asset Sustainability, Interest Cover	Report to Council (quarterly)
	3.4	Risk Management framework - report	Report to Council Audit Committee Minutes
	3.5	Statutory & Governance obligations met – develop compliance program	No complaints resolved by Ombudsman Items in Brief (half-yearly) & 270 reviews
	3.6	Establish Grants Register	By June 2017
	3.7	Asset Management Plan	Report to Council (every 4 years)
	3.8	Leasing Policy/ Community	Report to Council
4. People Management	4.1	Measures of Culture, Leadership developed/reported	Index on Leadership behaviours Leadership score
	4.2	Staff engagement index (could be from Culture measures)	Culture brand / Leadership brand
	4.3	Review of Organisational Structure and functions	Annual review of labour costs/ budget
	4.4	Leadership, Training & Development plans in place	Cornerstone
	4.5	WHS report on obligations	WHS KPI Action Plan

CEO Performance Appraisal

Key Result Area	Item	Measures required by Elected Members	Evidence
5. Delivery of Major Projects & Operational Services	5.1	Operational activities safe/ WHS compliant	Refer 4.5
	5.2	Implementation of business transition project	Project Plan
	5.3	Report on review policies, authorities, controls, delegations	Report to Council (annual) Refer 3.5
	5.4	Quarterly report to Council on projects > $100k (90% on-time by 30/6), including Capital	Report to Council (quarterly)
	5.5	Review customer activities and complaints	Report to Council (annual) Refer 3.5
	5.6	Quality of Life ratings on Customer Service	Annual survey
6. Effective engagement/reputation (int/ext)	6.1	Positive reputation in media stories/engagements done	EOFY Report to Council (annual)
	6.2	Liaise with media, LGA, State/Fed Gov't (comment via presentation)	As required Refer 1.1
7. Economic Development Strategy	7.1	Economic Development Strategy created and adopted by Council	Report to Council
	7.2	Meet with SATC, traders, other businesses on needs & concerns	As required Refer 1.1
	7.3	Report on Events program – quality and economic benefit	Report to Council (annual)
	7.4	Promote a culture that reduces red tape	Refer 1.1

Key Result Area	Item	Measures required by Elected Members	Evidence
1. Effective Relationships with Elected Members	1.1	Annual presentation to Council on my performance (schedule workshop)	EM calendar appointment
	1.2	360° Survey on CEO + scores	Confidential Report – Survey to be offered to All EM's, All GM's, 10 staff, CEO
	1.3	Weekly 1 on 1 with Mayor	Diary appointments
	1.4	Meeting with 1 EM per month	Diary appointments
	1.5	Communication to EM's (via Bulletin, e-mails & calls, IIB's, Briefings, Workshops, via Mayor, media updates, catch ups …)	Examples: Agenda, diary appointments Refer 1.2
	1.6	Quality of Reports to Council	Satisfaction from EMs with Reports via survey Refer 1.2
	1.7	Status update: Grants	Items in Brief (quarterly)
	1.8	Policies, procedures & strategies to Council (list of Council policies)	100% of policies reviewed
	1.9	Outstanding Meeting Actions Reports list	Report to Council (quarterly)
2. Implementation of Council's Strategic Plan 2016-2020	2.1	Strategic Plan document developed	Completed
	2.2	Quality of Life Survey results	On completion
	2.3	CEO champions Vision & Values	Refer 1.2
	2.4	Staff buy-in to vision	Culture & WHS Brand scores
	2.5	Status update: Annual Business Plan	Report to Council (bi-annually)
	2.6	Status update: Budget	Report to Council (quarterly)
3. Financial & Asset Management	3.1	Budget vs Operating result within 5%, including Alwyndor	Audited Accounts (annual)
	3.2	Commercial Operations results (Caravan Park, Broadway Kiosk, Partridge House, GTH, Off street Car Parks (within 5%)	Report to Council (quarterly)
	3.3	Financial Ratios – Financial Liabilities, Asset Sustainability, Interest Cover	Report to Council (quarterly)
	3.4	Risk Management framework - report	Report to Council Audit Committee Minutes
	3.5	Statutory & Governance obligations met – develop compliance program	No complaints needed to be resolved by Ombudsman Items in Brief (half-yearly) & 270 reviews
	3.6	Establish Maintain Grants Register	By June 2017 Grants register maintained up to date
	3.7	Asset Management Plan	Report to Council (every 4 years)
	3.8	Leasing Policy/ Community	Report to Council
4. People Management	4.1	Measures of Culture, Leadership developed/reported	Index on Leadership behaviours Leadership score
	4.2	Staff engagement index (could be from Culture measures)	Culture brand / Leadership brand
	4.3	Review of Organisational Structure and functions	Annual review of labour costs/ budget
	4.4	Leadership, Training & Development plans in place	Cornerstone
	4.5	WHS report on obligations	WHS KPI Action Plan

2018/19 CEO Performance Appraisal Criteria

Key Result Area	Item	Measures required by Elected Members	Evidence
5. Delivery of Major Projects & Operational Services	5.1	Operational activities safe/ WHS compliant	Refer 4.5
	5.2	Implementation of (IT) business transformation ition project	Project Plan
	5.3	Report on review policies, authorities, controls, delegations	Report to Council (annual) Refer 3.5
	5.4	Quarterly report to Council on projects > $100k (90% on-time by 30/6), including Capital	Report to Council (quarterly)
	5.5	Review customer activities and complaints	Report to Council (annual) Refer 3.5
	5.6	Quality of Life ratings on Customer Service	Annual survey
6. Effective engagement/reputation (int/ext)	6.1	Positive reputation in media stories/engagements done	EOFY Report to Council (annual)
	6.2	Liaise with media, LGA, State/Fed Gov't (comment via presentation)	As required Refer 1.1
7. Economic Development Strategy	7.1	Economic Development Strategy created and adopted by Council	Report to Council
	7.2	Meet with SATC, traders, other businesses on needs & concerns	As required Refer 1.1
	7.3	Report on Events program – quality and economic benefit	Report to Council (annual)
	7.4	Promote a culture that reduces red tape	Refer 1.1

City of Holdfast Bay   Council Report No: 67/18

Item No:	**13.2**
Subject:	**MINUTES – ALWYNDOR MANAGEMENT COMMITTEE – 16 JANUARY AND 20 FEBRUARY 2018**
Date:	13 March 2018
Written By:	Personal Assistant, General Manager Alwyndor
General Manager:	Alwyndor, Mr R Kluge

SUMMARY

The minutes of the Alwyndor Management Committee meeting held on 16 January and 20 February 2018 are provided for information.

RECOMMENDATION

1. **That the minutes of the Alwyndor Management Committee meeting on 16 January 2018 be noted.**

2. **That the minutes of the Alwyndor Management Committee meeting on 20 February 2018 be noted.**

3. **That having considered Attachments 2 and 4 to Report No:67/18 Minutes – Alwyndor Management Committee – 16 January and 20 February 2018 in confidence under section 90(2) and (3)(b) of the Local Government Act 1999, the Council, pursuant to section 91(7) of the Act orders that Attachments 2 and 4 are retained in confidence for a period of 24 months and that this order be reviewed every 12 months.**

COMMUNITY PLAN

Community: Building a healthy, active and resilient community
Community: Providing welcoming and accessible facilities
Culture: Supporting excellent, efficient operations

COUNCIL POLICY

Not applicable

STATUTORY PROVISIONS

Not applicable

BACKGROUND

This report is presented following the Alwyndor Management Committee Meetings.

The Alwyndor Management Committee was established to manage the affairs of Alwyndor Aged Care Facility. The Council has endorsed the Committee's Terms of Reference and given the Committee delegated authority to manage the business of Alwyndor Aged Care Facility.

CITY OF HOLDFAST BAY

Minutes of the meeting of the Alwyndor Management Committee of the City of Holdfast Bay held at Alwyndor Aged Care, Dunrobin Road, Hove on Tuesday 16 January 2018 at 6.30 pm.

PRESENT

Elected Members

Councillor R Aust
Councillor S Lonie

Independent Members

Chairman – Mr D Royans
Ms T Aukett
Mr T Bamford
Ms J Bonnici
Ms J Cudsi
Dr O Peters
Mr I Pratt
Ms L Wills

Staff

General Manager Alwyndor– Mr R Kluge
Governance Coordinator – Ms W Matthews
Chief Financial Officer – Ms N Andjelkovic
Residential Services Manager – Ms L Trevaskis

1.   **OPENING**

        The Chairman declared the meeting open at 6.37pm.

2.   **KAURNA ACKNOWLEDGEMENT**

        With the opening of the meeting the Chairman stated:

        We acknowledge the Kaurna people as the traditional owners and custodians of this land.

        We respect their spiritual relationship with country that has developed over thousands of years, and the cultural heritage and beliefs that remain important to Kaurna People today.

3.   APOLOGIES

3.1   For Absence - Nil

3.2   Leave of Absence - Nil

4.   DECLARATION OF INTEREST

Members were reminded to declare any interest before each item.

5.   CONFIRMATION OF MINUTES

<u>**Motion**</u>

That the minutes of the Alwyndor Management Committee held on 19 December 2017 be taken as read and confirmed.

Moved by Councillor Lonie, Seconded by Mr Bamford   **<u>Carried</u>**

6.   CONFIDENTIAL

6.1   **Monthly Financial Report – December 2017 (Report No: 02/18)**

Exclusion of the Public – Section 90(3)(d) Order

<u>**Motion**</u>

1   That pursuant to Section 90(2) of the *Local Government Act 1999* Alwyndor Management Committee hereby orders that the public be excluded from attendance at this meeting with the exception of the General Manager and Staff in attendance at the meeting in order to consider Report No: 02/18 Monthly Financial Report – December 2017 in confidence.

2.   That in accordance with Section 90(3) of the *Local Government Act 1999* Alwyndor Management Committee is satisfied that it is necessary that the public be excluded to consider the information contained in Report No: 02/18 Monthly Financial Report – December 2017 on the following grounds:

d.   pursuant to section 90(3)(d) of the Act, the information to be received, discussed or considered in relation to this Agenda Item is commercial information of a confidential nature (not being a trade secret) the disclosure of which could reasonably be expected to confer a commercial advantage on a third party of Alwyndor, in addition Alwyndor's financial position is reported as part of Council's regular budget updates.

In addition, the disclosure of this information would, on balance, be contrary to the public interest. The public interest in public access to the meeting has been balanced against the public interest in the continued non-disclosure of the information. The benefit to the public at large resulting from withholding the information outweighs the benefit to it of disclosure of the information.

3.   **The Alwyndor Management Committee is satisfied, the principle that the meeting be conducted in a place open to the public, has been outweighed by the need to keep the information or discussion confidential.**

Moved Mr Bamford, Seconded Councillor Lonie   **Carried**

Ms N Andjelkovic left the meeting at 7.28pm.

7.   **REPORTS/ITEMS OF BUSINESS**

7.1   **Residential Services Update (Report No: 04/18)**

The Residential Services Update provides information on the new clinical structure; occupancy; management of the recent gastroenteritis outbreak; complaints management and reportable assaults.

The General Manager Alwyndor advised the Committee that the Residential Services Manager had tendered her resignation and will be leaving Alwyndor in February 2018.

The Chairman thanked Ms Trevaskis for her contribution to Alwyndor and wished her all the best for her future endeavours.

Mr Pratt left the meeting at 7.57pm.

Mr Pratt rejoined the meeting at 7.59pm.

Motion

That the Alwyndor Management Committee receive and note the update on Residential Services provided in this report.

Moved Councillor Lonie, Seconded Mr Pratt   **Carried**

Ms L Trevaskis left the meeting at 8.06pm.

Short Term Suspension of Meeting Procedures

The Chairman, Mr Royans with the approval of two thirds of the members present suspended the meeting procedures pursuant to Regulation 20(1) of the *Local Government (Procedures at Meetings) Regulations2013* for a period of 30 minutes (or a period sufficient to facilitate informal discussion in

relation to the matters raised by the General Manager Alwyndor and will resume at the discretion of the Presiding Member.

The meeting procedures were suspended at 8.12pm.

Mr Royans left the meeting at 8.13pm.
Mr Royans rejoined the meeting at 8.15pm.

Mr Peters left the meeting at 8.21pm.
Mr Peters rejoined the meeting at 8.23pm.

Mr Bamford left the meeting at 8.40pm.
Mr Bamford rejoined the meeting at 8.42pm.

At the conclusion of the 30 minutes for the Short Term Suspension of Meeting Procedures at 8.42pm the Chairman sought leave of the meeting to extend the short term suspension for a further 30 minutes.

Leave of the meeting was granted.

The Chairman brought the suspension of meeting procedures to a close at 9.05pm.

7.2   **Governance Update (Report No: 06/18)**

This report summarises the objectives, tasks and achievements to date within the governance framework areas of:
- Governance leadership and culture;
- Safety and quality systems improvement;
- Clinical performance and effectiveness;
- Safe environment for the delivery of care; and
- Partnering with consumers.

Motion

That this report be adjourned for consideration at the next Alwyndor Management Committee meeting to be held in February 2018.

Moved Ms Aukett, Seconded Mr Bamford   **Carried**

7.3   **Minutes – Governance and Operations Committee – 9 January 2018 (Report No: 05/18)**

The minutes of the Governance and Operations Committee meeting held on 9 January 2018 are provided for information.

Motion

That the minutes of the Governance and Operations Committee meeting held on 9 January 2018 be noted.

Moved Councillor Lonie, Seconded Ms Bonnici   **Carried**

7.4   **General Manager's Report (Report No: 01/18)**

These items are presented for the information of Members. After noting the report any items of interest can be discussed and, if required, further motions proposed.

Motion

That the following items be noted and items of interest discussed:
1.   Meeting Dates and Task Schedule
2.   WHS Implementation Plan
3.   Service Business Plans

Moved Councillor Lonie, Seconded Mr Peters   **Carried**

8.   **URGENT BUSINESS**

The Chairman sought leave of the meeting to consider three matters of urgent business.

Leave of the meeting was granted.

8.1   **Organisational Behaviour Issues**

Following the discussion on the Residential Services Update (AMC Report No: 04/18).

Motion

1.   That the Chairman of the Alwyndor Management Committee be authorised to appoint a consultant to investigate organisational behavioural issues which have been brought to the attention of the Committee.

2.   That the scope of the consultant brief be endorsed by the Alwyndor Management Committee by 5.00pm on Thursday 18 January 2018.

3.   That the Chairman of the Alwyndor Management Committee shortlist two appropriate consultants for consideration by the committee by 25 January 2018.

4.   That the Alwyndor Management Committee appoint a consultant to undertake the investigation by the 31 January 2018.

Moved Mr Pratt, Seconded Mr Bamford   **Carried**

City of Holdfast Bay   Minutes 16/01/18

Motion

That the General Manager Alwyndor develop a communications plan as a matter of urgency.

Moved Mr Pratt, Seconded Mr Bamford   **Carried**

8.2   **Professional Development Opportunity**

Motion

That the members of the Alwyndor Management Committee participate in the webinar "Build an Effective Board" at a cost of $360.00.

Moved Ms Bonnici, Seconded Councillor Lonie   **Carried**

9.   DATE AND TIME OF NEXT MEETING

The next meeting of the Alwyndor Management Committee will be held on Tuesday 20 February 2018 in the Meeting Room, Alwyndor Aged Care, 52 Dunrobin Road, Hove.

10.   CLOSURE

The meeting closed at 9.42pm.

CONFIRMED 20 February 2018

CHAIRMAN

CITY OF HOLDFAST BAY

Minutes of the meeting of the Alwyndor Management Committee of the City of Holdfast Bay held at Alwyndor Aged Care, Dunrobin Road, Hove on Tuesday 20 February 2018 at 6.30 pm.

PRESENT

Elected Members

Councillor R Aust
Councillor S Lonie

Independent Members

Chairman – Mr D Royans
Ms T Aukett
Mr T Bamford
Ms J Bonnici
Ms J Cudsi
Mr O Peters
Mr I Pratt
Ms L Wills

Staff

General Manager Alwyndor– Mr R Kluge
Personal Assistant – Ms R Gordon
Chief Financial Officer – Ms N Andjelkovic
Active & Healthy Living Manager – Mr S Drew
Human Resources Manager – Mr B Capes
Best Practice and Innovation Coordinator – Ms C McGovern

1.   **OPENING**

        The Chairman declared the meeting open at 6.32 pm.

2.   **KAURNA ACKNOWLEDGEMENT**

        With the opening of the meeting the Chairman stated:

        We acknowledge the Kaurna people as the traditional owners and custodians of this land.

        We respect their spiritual relationship with country that has developed over thousands of years, and the cultural heritage and beliefs that remain important to Kaurna People today.

3.   **APOLOGIES**

3.1   For Absence - Nil

3.2   Leave of Absence - Cr R Aust

4.   DECLARATION OF INTEREST

Members were reminded to declare any interest before each item.

5.   CONFIRMATION OF MINUTES

Motion

That the minutes of the Alwyndor Management Committee held on 16 January 2018 be taken as read and confirmed.

Moved by Ms Cudsi, Seconded by Cr Lonie   **Carried**

6.   CONFIDENTIAL

6.1   Monthly Financial Report – January 2018 (Report No: 09/18)

Exclusion of the Public – Section 90(3)(d) Order

Motion

1   That pursuant to Section 90(2) of the *Local Government Act 1999* Alwyndor Management Committee hereby orders that the public be excluded from attendance at this meeting with the exception of the General Manager and Staff in attendance at the meeting in order to consider Report No: 09/18 Monthly Financial Report – January 2018 in confidence.

2.   That in accordance with Section 90(3) of the *Local Government Act 1999* Alwyndor Management Committee is satisfied that it is necessary that the public be excluded to consider the information contained in Report No: 09/18 Monthly Financial Report – January 2018 on the following grounds:

d.   pursuant to section 90(3)(d) of the Act, the information to be received, discussed or considered in relation to this Agenda Item is commercial information of a confidential nature (not being a trade secret) the disclosure of which could reasonably be expected to confer a commercial advantage on a third party of Alwyndor, in addition Alwyndor's financial position is reported as part of Council's regular budget updates.

In addition, the disclosure of this information would, on balance, be contrary to the public interest. The public interest in public access to the meeting has been balanced against the public interest in the continued non-disclosure of the information. The

City of Holdfast Bay   Minutes 20/02/18

benefit to the public at large resulting from withholding the information outweighs the benefit to it of disclosure of the information.

3.   **The Alwyndor Management Committee is satisfied, the principle that the meeting be conducted in a place open to the public, has been outweighed by the need to keep the information or discussion confidential.**

Moved Mr Bamford, Seconded Cr Lonie   **Carried**

RETAIN IN CONFIDENCE - Section 91(7) Order

1.   **That having considered Agenda Item 6.1 Monthly Financial Report – January 2018 (Report No: 09/18) in confidence under section 90(2) and (3)(d) of the *Local Government Act 1999,* the Alwyndor Management Committee, pursuant to section 91(7) of that Act orders that the Attachments and Minutes be retained in confidence for a period of 12 months and that this order be retained in confidence for a period of 12 months and that this order be reviewed every 12 months.**

Moved Cr Lonie, Seconded Mr Bamford   **Carried**

Ms Andjelkovic left the meeting at 7.17pm

7.   ADJOURNED MATTERS

7.1   Governance Update – Report No: 06/18 (Report No: 12/18)

This report summarises the objectives, tasks and achievements to date within the governance framework areas of:
- Governance leadership and culture;
- Safety and quality systems improvement;
- Clinical performance and effectiveness;
- Safe environment for the delivery of care; and
- Partnering with consumers.

The Best Practice and Innovation Coordinator spoke to the report. Best practice and infection control training conducted by Coordinator in the past week has been well received by staff. New mandatory reporting training will be provided to staff on 21 February. Alwyndor now has E3 training available to staff in addition to training currently provided. A review of key risk clinical processes is presently underway. General Manager will arrange for document framework process to be circulated to AMC for information. Future process for advising staff of updates to policies and procedures will be via a document change notice, completed by the manager responsible for that particular policy or procedure, and follow work flow to inform staff of changes and what they mean to work practices.

Ms McGovern left the meeting a 7.35pm

Cr Lonie left the meeting at 7.35pm

Motion

1. **That Report No: 12/18 be received and noted.**

2. **That the Alwyndor Management Committee receives and notes the information provided in Attachment 1 to this report.**

Moved Ms Wills, Seconded Ms Cudsi   **Carried**

8.   REPORTS/ITEMS OF BUSINESS

8.1   Therapy Services Update (Report No: 07/18)

This report provides an overview of the activity in the Therapy Services department between August and October 2017.

The Committee acknowledge the positive information provided in the report. The Active and Healthy Living Manager noted that activity in the Therapy area is in line with Alwyndor's strategic plan. Preliminary plan for in-house services is in progress with detail being mapped and negotiated. Changes should assist with improved utilisation.

Mr Drew left the meeting at 7.48pm

Motion

That the Alwyndor Management Committee receives and notes the information provided in this report.

Moved Ms Bonnici, Seconded Ms Cudsi   **Carried**

8.2   Minutes – Governance and Operations Committee – 6 February 2018
(Report No: 10/18)

The minutes of the Governance and Operations Committee meeting held on 6 February 2018 are provided for information.

The General Manager advised that the action items list attached to the minutes is a work in progress. The Committee discussed whether it would be appropriate to consider bringing iCare in to regularly audit the system, and the importance of having iCare champions.

Motion

That the minutes of the Governance and Operations Committee meeting held on 6 February 2018 be noted.

Moved Ms Cudsi, Seconded Mr Pratt   **Carried**

8.3   People and Culture Update (Report No: 11/18)

This report provides an update on Human Resources (HR) activity for the past two months as well as planned future activity.

The HR Manager spoke about the organisational restructure. The HR Manager advised that the changes to the Registered Nurse roster are now in place. Changes to the Enrolled Nurse roster will occur next once consultation with staff is complete.

Ms Cudsi left the meeting at 8.42pm
Ms Cudsi re-joined the meeting at 8.43pm

Mr Bamford left the meeting at 8.51pm

Motion

That the Alwyndor Management Committee receives and notes the information provided in this report.

Moved Mr Peters, Seconded Ms Cudsi   **Carried**

Mr Capes left the meeting at 9.13pm

8.4   General Manager's Report (Report No: 08/18)

These items are presented for the information of members. After noting the report any items of interest can be discussed, and if required, further motions proposed.

The General Manager advised that the WHS contractor management will be tightened up over coming months.

Motion

That the following items be noted and items of interest discussed:
   1.   **Meeting Dates and Task Schedule**
   2.   **WHS Implementation Plan**
   3.   **Committee Reporting Relationships**
   4.   **Dorothy Cheater Award.**

Moved Mr Peters, Seconded Bonnici   **Carried**

9.   **URGENT BUSINESS – Subject to the leave of the meeting**

10.   **DATE AND TIME OF NEXT MEETING**

The next meeting of the Alwyndor Management Committee will be held on Tuesday 20 March 2018 in the Meeting Room, Alwyndor Aged Care, 52 Dunrobin Road, Hove.

11.   CLOSURE

The meeting closed at 9.23 pm.

CONFIRMED Tuesday 20 March 2018

CHAIRMAN

City of Holdfast Bay   Council Report No: 71/18

Item No:	**13.3**
Subject:	**MINUTES – JETTY ROAD MAINSTREET COMMITTEE –** **7 FEBRUARY 2018**
Date:	13 March 2018
Written By:	General Manager, Community Services
General Manager:	Community Services, Ms T Aukett

SUMMARY

The minutes of the meeting of the Jetty Road Mainstreet Committee meeting held on 7 February 2018 are attached and presented for Council's information.

RECOMMENDATION

That Council:

1.   **Receives and notes the minutes of the meeting of the Jetty Road Mainstreet Committee of 7 February 2018, namely:**

    1.1   **That the Committee recommends that Council continues to monitor the take up of the car park trial and;**

2   **Endorses the continuation of the discounted car parking offer of $4 per day to traders and staff, for a further 12 months**

COMMUNITY PLAN

Placemaking: Creating vibrant and safe places
Community: Providing welcoming and accessible facilities
Economy: Supporting and growing local business
Economy: Making it easier to do business
Economy: Boosting our visitor economy
Culture: Being financially accountable
Culture: Supporting excellent, efficient operations
Culture: Being financially accountable

COUNCIL POLICY

Not Applicable.

STATUTORY PROVISIONS

Not Applicable.

BACKGROUND

The Jetty Road Mainstreet Committee (JRMC) has been established to undertake work to benefit the traders on Jetty Road Glenelg, using the separate rate raised for this purpose. Council has endorsed the Committee's Terms of Reference and given the Committee delegated authority to manage the business of the Committee.

A copy of the 'Partridge Street Car Park Trial Update' Report No: 31/18 which forms part of the Jetty Road Mainstreet Committee Meeting Agenda, held on 7 February 2018, is available on Council's website for reference and information.

REPORT

Minutes of the meeting of JRMC held on 7 February 2018 are attached for member's information.

BUDGET

Not Applicable

LIFE CYCLE COSTS

Not Applicable

CITY OF HOLDFAST BAY

Minutes of the meeting of the Jetty Road Mainstreet Committee of the City of Holdfast Bay held in the Glenelg Library Meeting Room, Colley Terrace, Glenelg on Wednesday 7 February 2018 at 6:00 pm.

PRESENT

Elected Members

Deputy Mayor A Wilson
Councillor S Charlick

Community Representatives

Chairman – Mr M Faulkner, Enve Hair and Beauty
Don Maios Investments, Mr C Maios
Caruso Fruit and Veg, Mr R Caruso
Telstra Store Glenelg, Ms E Leenearts
Ikos Holdings Trust, Mr A Fotopoulos
Fassina SA Family Liquor Stores, Ms E Fassina
Cibo Espresso, Mr T Beatrice
Beach Burrito Company, Mr A Warren

Staff

General Manager, Community Services – Ms T Aukett
Manager City Activation – Ms M Lock
Jetty Road Development Coordinator – Ms A Cole
Business Development Partner – Ms V Miller

1.   **OPENING**

      The Chairman declared the meeting open at 6:00 pm.

2.   **APOLOGIES**

      2.1   For Absence - Mr S Robinson and Ms E Fassina

      2.2   Leave of Absence - Nil

3.   **DECLARATION OF INTEREST**

      Members were reminded to declare any interest before each item.

4.   **CONFIRMATION OF MINUTES**

      <u>**Motion**</u>

      That the minutes of the Jetty Road Mainstreet Committee held on 6 December 2017 be taken as read and confirmed.

      Moved by Mr A Warren, Seconded by Mr T Beatrice   <u>**Carried**</u>

5.   **PUBLIC PRESENTATION**

      Mr Taplin, Developer formally declined to present to the JRMC as the proposed developments and all documentation are in final stages of gaining development approval. The presentation will be deferred to the appropriate meeting in the coming months.

6.   **QUESTIONS BY MEMBERS**

      6.1   Without Notice

             Mr A Warren asked to find out about the City of Holdfast Bay's approval process for The Moseley Beach Club including liquor licence and approval timeframes.

             A verbal update was provided.

      6.2   With Notice

             Nil

7.   **MOTIONS ON NOTICE**

      Nil

8.   **REPORTS/ITEMS OF BUSINESS**

      8.1   Monthly Finance Report (Report No: 29/18)

             Jetty Road Mainstreet December 2017 variance report as prepared by the Jetty Road Development Coordinator is presented for information of the members of the Jetty Road Mainstreet Committee.

             That the Jetty Road Mainstreet Committee note this report.

             Moved Mr A Warren, Seconded Mr C Maios   <u>**Carried**</u>

      8.2   Partridge Street Car Park Trail (Report No: 31/18)

      The Partridge Street Car Park Trial offers Jetty Road traders and staff the opportunity to access discounted car parking during a trial period. The trial commenced on 1 October 2017

and runs through to 31 March 2018. The trial offered free parking for the first three months and now offers discounted parking of $4 per day from January 2018 through to 31 March 2018. The trial encourages those employed within the precinct to utilise the Partridge Street top deck car park ensuring all available car parking on Jetty Road remains accessible for the community and visitors

That the Jetty Road Mainstreet Committee recommends the following to Council:

1.   To continue to monitor the take up of the car park trial
2.   And that Council continue the discounted car parking offer of $4 per day to traders and staff, for a further 12 months.

Moved Mr R Caruso, Seconded Mr T Beatrice   **Carried**

8.3   Taplin Developments presentation

Mr Taplin did not provide a presentation.

8.4   Business Confidence Survey Presentation (Report No: N/A)

A verbal update was provided by Ms V Miller, Business Development Partner, City of Holdfast Bay on the Survey of 330 businesses in the district. The survey highlighted the following impacts on businesses including energy consumptions, intrastate visitors are seen as important to local economy, businesses aren't keeping up the pace with the digital economy and businesses would like Council to offer more training and networking opportunities. Ms Miller provided an overview of support services offered by Council, the Small Business Development Grant program and the free Business Advisory Service available in the Brighton Civic Centre.

8.5   Summer Events Debrief (Report No: 32/18)

The City of Holdfast Bay and Jetty Road Mainstreet Committee host a range of events that attract audiences from a variety of consumer segments. City of Holdfast Bay host over 200 events and festivals per year attracting in excess of 1,300,000 visitors, accounts for 12% of local jobs and tourism expenditure is valued at $225m, which makes up 15% of our total economic activity. This report provides an update on some of the recent events delivered by the City Activation team.

8.6   Marketing Working Group (Report No: 28/18)

The Marketing Working Group was established in January 2018 to provide advice to the Jetty Road Mainstreet Committee (JRMC) on marketing initiatives and opportunities to promote Jetty Road, Glenelg. The Marketing Working Group makes recommendations to the JRMC to allow the JRMC to be able to advise Council on its proposed marketing activity

8.7 Special meeting request: to set the 2018/19 budget and workshop the Jetty Road Retail Strategy

A special meeting will be held on Wednesday 21 February at 6:00pm.

8.8 Office Accommodation – Jetty Road Development Coordinator – verbal update

A verbal update was provided by the Jetty Road Development Coordinator.

8.9 New Christmas Decorations

A verbal update was provided by the Jetty Road Development Coordinator.

6.   URGENT BUSINESS – Subject to the leave of the meeting

6.1 Defibrillators in public spaces (Report No: N/A)

Ms T Aukett, General Manager Community Services, advised that the South Australian Ambulance Service previously presented to the City of Holdfast Bay regarding CPR Service training. Council is currently reviewing some recommendations to increase the number of defibrillators in strategic high traffic public spaces and will update the JRMC as this as it progresses.

7.   DATE AND TIME OF NEXT MEETING

A special meeting of the Jetty Road Mainstreet Committee will be held on Wednesday 21 February 2018 followed by the regular meeting on Wednesday 7 March 2018 in the Glenelg Library Meeting Room, Colley Terrace, Glenelg.

8.   CLOSURE

The meeting closed at 8:30 pm.

CONFIRMED 21 February 2018

CHAIRMAN

City of Holdfast Bay   Council Report No: 64/18

Item No: **14.1**

Subject: **ITEMS IN BRIEF**

Date: 13 March 2018

Written By: Personal Assistant

General Manager: Business Services, Mr R Bria

SUMMARY

These items are presented for the information of Members.

After noting the report any items of interest can be discussed and, if required, further motions proposed.

RECOMMENDATION

That the following items be noted and items of interest discussed:

1.   **Outstanding Meeting Actions**
2.   **New Code of Conduct for Council Employees**
3.   **Feedback Sought – New LGA Constitution and Ancillary Documents**
4.   **Nomination to the South Australian Public Health Council**
5.   **Congratulations – Admittance as a Fellow with the Australian Institute of Company Directors**

COMMUNITY PLAN

Culture: Supporting excellent, efficient operations

COUNCIL POLICY

Not applicable

STATUTORY PROVISIONS

Not applicable

REPORT

1.   **Outstanding Meeting Actions**

Presented for information of members is a listing of the outstanding meeting actions.

Refer Attachment 1

2.   **New Code of Conduct for Council Employees**

The Minister for Local Government, Hon Geoff Brock MP, has written to the Mayor advising Council that a new Code of Conduct for Council Employees has been gazetted and will be effective from 2 April 2018 as part of an amendment to the *Local Government (General) Regulations 2013*.

Refer Attachment 2

The new Code is solely and exclusively focused on gifts and benefits.

The current Code of Conduct for Employees which was published by the Minister in the Gazette on 20 February 2014 will no longer apply. The current Code of Conduct deals with employee general behaviour, responsibilities and relationships within Council. This will no longer be addressed under the new Code of Conduct and will be addressed under principles of employment law, other applicable legislation and policies.

A Code of Conduct for Employees of the City of Holdfast Bay is being developed to take the place of the current Code, and will be tailored to the City of Holdfast Bay's Corporate Values and Behaviours.

The Customer Feedback and Complaints Policy is being updated to include the new requirements for dealing with complaints against employees and this will be presented to Council at its meeting to be held on 27 March 2018.

3.   **Feedback Sought – New LGA Constitution and Ancillary Documents**

Following extensive consultation with Councils, the new LGA Constitution will be presented for endorsement to the LGA Ordinary General Meeting in April. The LGA is seeking feedback from Councils on the new Constitution and other documents by 15 March 2018.

There are a number of Ancillary Documents to the new Constitution, including documents outlining: meeting procedures; membership proposition; and terms of reference for the audit committee, CEO advisory committee, SAROC and GAROC. In addition, there are new transitional provisions to move from the existing Constitution to the new Constitution.

These documents are attached for the information of Members.

●   New Constitution
●   Audit Committee Terms of Reference
●   SAROC and GAROC Terms of Reference
●   Membership Proposition

- Meeting procedures
- CEO Advisory Committee

Refer Attachment 3

Additionally, there are transitional provisions contained in both the existing Constitution and the new Constitution. The LGA is seeking feedback on these documents before they are presented to the LGA OGM.

LGA Structure and New Constitution - Background

Throughout 2016 – 2017, the LGA's structure was the topic of a series of consultation sessions with Councils. A first draft model LGA structure was presented during the consultation sessions. This was further refined based on feedback, and then translated into a draft new LGA Constitution which, in turn, was presented to Members at the November 2017 Annual General Meeting.

Following the AGM, a series of workshops was held with the Board, the Metropolitan Local Government Group, SA Regional Organisation of Councils, Regional LGA Executive Officers and the LGA Audit Committee seeking feedback on the draft Constitution. During these workshops, feedback was sought on:

- Simplified member structure, removal of the concept of associate member;
- No member, no service concept;
- The role and purpose of the proposed SAROC and GAROC structures;
- Processes for member participation including notices of motion at general meetings;
- Resourcing of SAROC and GAROC;
- LGA Board of Directors – purpose, function, composition, size;
- President and Immediate Past President – eligibility, election;
- Commercial enterprise board; and CEO advisory group.

The feedback received, from the workshops, has now been incorporated within the draft 'Local Government Association of South Australia Constitution and Rules'. This draft Constitution:

- Establishes a contemporary corporate governance framework enabling the LGA's contribution to public value through the promotion and advancement of the interests of local government.
- Maintains Member participation and establishes a strong emphasis on collaborative Councils, assisted by a strong LGA.
- Provides a focus on leadership and advocacy at all levels: state-wide, regional and individual members.
- Streamlines and integrates consistent engagement and resourcing across the system.
- Delivers a more efficient structure for LGA decision making with a smaller LGA Board of Directors (10 members), and regional structures with aligned strategic and annual planning processes and budgets.
- Ensures key expert advice to the LGA and the sector through a commercial enterprise board(s), CEO advisory group and LGA Audit Committee. These structures future proof the Association.

● Considers the latest feedback received from members.

These documents have been reviewed by the LGA's legal adviser to ensure its structure contributes to good decision making, that there were no omissions and that all provisions are workable and do not cause unintended consequences or interpretation issues.

If members wish to comment on the proposed changes, please forward your feedback to the Governance Coordinator for collation and submission to the LGA by 15 March 2018.

4.   **Nomination to the South Australian Public Health Council**

The LGA has advised Council that at its meeting held on 25 January 2018 the LGA Board submitted a panel of five nominees to be considered by the Minister for the appointment to the South Australian Public Health Council. The nomination by Council of Councillor Lonie was included in the panel submitted to the Minister.

Refer Attachment 4

5.   **Congratulations – Admittance as a Fellow with the Australian Institute of Company Directors**

Councillor Snewin has been advised that the South Australian/Northern Territory Council of the Australian Institute of Company Directors has approved his application for fellow status.

As a Fellow of the Australian Institute of Company Directors, Councillor Snewin is one of a small group of elite Directors who are some of the most influential leaders in Australia.

Council would like to congratulate Councillor Snewin's achievement in being admitted as a Fellow with the Australian Institute of Company Directors.

Meeting Date	Report No	Report Title	Resolution No	Resolution	Comments	Status	% Complete
10/05/2016	----	Cycling on Footpaths – Councillor Bouchee	C100516/388	That the question lie on the table.	The question is lying on the table, it requires a notice of motion from members to reconsider this item.	In Progress	
28/02/2017	57/17	Motion on Notice – Occasional Closure of Jetty Road – Councillor Charlick (Report No: 57/17)	C280217/685	Motion C280217/685 That the Administration prepare a report examining the opportunity to partially close Jetty Road to traffic on some weekends/occasional days so as to facilitate a pedestrian mall. That the report include feedback from the Jetty Road Traders, the Management Committee and public, plus traffic and tram management issues as well as costs. Moved Councillor Charlick, Seconded Councillor Aust Carried Division called A division was called and the previous decision was set aside: Those voting for: Councillors Aust, Bradshaw, Charlick, Clancy, Donaldson, Lonie, Patton, Smedley, Snewin, Wilson and Yates (11) Those voting against: Nil (0). His Worship the Mayor declared the motion Carried	To be considered in conjunction with event management plans for Jetty Road Glenelg. Subject to work undertaken as part of the Jetty Road Master Plan. Item in brief to be prepared for council's information on the outcome of investigations on this proposal	Assigned	10.00%

Meeting Date	Report No	Report Title	Resolution No	Resolution	Comments	Status	% Complete
11/10/2016	254/16	Alternative Power Supply Plan Strategy (Report No: 254/16)	C111016/531	Motion C111016/531 1. That Administration put together a medium term plan, plus costings to build into our main business centres and community hubs backup generators in the event we have extreme weather with power outages. 2. That administration consider the feasibility of battery storage options in conjunction with our solar panels. Moved Councillor Bouchee, Seconded Councillor Smedley Carried	Report to go to Council in first half of 2018 Currently researching battery technology and awaiting advice from a consultant on viable options for council.	In Progress	50.00%
13/12/2016	329/16	Motion on Notice - Glenelg Football Club and Cricket Club – Councillor Bouchee (Report No: 329/16)	C131216/625	Motion C131216/625 That Administration prepares a report to Council outlining the potential for the Glenelg Football Club and Cricket Club site to employ cost saving environmental initiatives for solar panels and water retention etc. Moved Councillor Bouchee, Seconded Councillor Donaldson Carried Division called A division was called: Those voting for: Councillors Snewin, Aust, Lonie, Donaldson, Charlick, Yates, Smedley, Clancy, Patton, Bradshaw and Bouchee (11) Those voting against: Nil (0). His Worship the Mayor declared the motion Carried	Will be part of the second phase of the Glenelg Oval Master Plan.	Assigned	

Meeting Date	Report No	Report Title	Resolution No	Resolution	Comments	Status	% Complete
28/11/2017	428/17	Motion on Notice – Naming Conventions for Council Papers - Councillor Smedley (Report No: 428/17)	C281117/975	Motion C281117/975 That a working group comprising representatives of IT and those responsible for document generation within Administration be formed to agree suitable naming conventions for all Council and Committee agendas, reports, minutes and other documentation/correspondence and report back with a solution by end of January 2018. Moved Councillor Smedley, Seconded Councillor Bouchee Carried	Report to be prepared for council's consideration for the meeting to be held on 27 March 2018. Progress on this has occurred Naming conventions delayed and already implemented on the Hub. All agendas and reports for 2013 have been reuploaded to the Council webpage. All council minutes from 2006 - 2013 have been uploaded to the council webpage.	Assigned	

Meeting Date	Report No	Report Title	Resolution No	Resolution	Comments	Status	% Complete
23/01/2018		Motion on Notice - Provision of Defibrillators for Community Centres – Councillor Yates (Report No: 07/18)	C230118/1013	Motion C230118/1013 That Council provides Glenelg North Community Centre a heart defibrillator and associated training, and that a report be brought to Council on the implications of providing heart defibrillators within other Council buildings. Amendment That a report be provided to Council on the placement of defibrillators in all Council buildings which includes priority locations and costs. Moved Councillor Lonie The Presiding Member, Councilor Wilson did not accept the amendment to the motion. Moved Councillor Yates, Seconded Councillor Bouchee Carried	Meeting with ACC and other councils to see their Safety Wellbeing Programs. Compiling a list of which locations currently have AEDs within our Council area. Prepare Report and submit findings to Council.	In Progress	

Meeting Date	Report No	Report Title	Resolution No	Resolution	Comments	Status	% Complete
13/02/2018	25/18	Glenelg Oval – Proposed Telecommunications Tower Site (Report No: 25/18)	C130218/1036	Amendment C130218/1036 1. That Council endorse the proposal put forward by Vodafone in principle. 2. That Administration undertake the required public consultation in accordance with its Community Consultation and Engagement Policy. 3. That following the completion of the Community Consultation the findings be returned to Council together with a subsequent report which outlines all relevant terms and conditions of any proposed Lease Agreement. 4. That Council seeks $30,000 rental and an annual rental review of 3% or CPI, whichever is the higher. Moved Councillor Clancy, Seconded Councillor Smedley The amendment on being put was Carried The motion, as amended, on being put was Moved Councillor Charlick, Seconded Councillor Lonie Carried Division called A division was called and the previous decision was set aside. Those voting for: Councillors Aust, Bradshaw, Charlick, Clancy, Donaldson, Lonie, Patton, Smedley and Yates (9) Those voting against: Councillor Bouchée (1). The Presiding Member declared the motion Carried Councillor Snewin rejoined the chamber at 8.30pm		Assigned	

Meeting Date	Report No	Report Title	Resolution No	Resolution	Comments	Status	% Complete
13/06/2017	187/17	Motion on Notice – Establishment of a Foundation for Alwyndor Aged Care – Councillor Lonie (Report No: 187/17)	C130607/792	Motion C130607/792 That Council as Trustee of Alwyndor investigate the establishment of a Foundation, or other legal structure, to support Alwyndor. Moved Councillor Lonie, Seconded Councillor Snewin Carried	Investigations on this matter are on hold at this time.	Assigned	
13/06/2017	188/17	Motion on Notice – Establishment of Care Home and Services – Alwyndor Aged Care – Councillor Lonie (Report No: 188/17)	C130607/793	Motion C130607/793 That the Alwyndor Management Committee on behalf of the Council as Trustee of Alwyndor investigate the feasibility of establishing a 'care home' and services, in coordination with Alwyndor, for young people, being those under 65, who can no longer be cared for in the community. Moved Councillor Lonie, Seconded Councillor Wilson Carried Division called A division was called and the previous decision was set aside: Those voting for: Councillors Lonie, Aust, Bouchée, Bradshaw, Clancy, Charlick, Patton, Smedley, Snewin, Wilson, Yates (11) Those voting against: Nil (0). His Worship the Mayor declared the motion Carried	Investigations on this resolution are ongoing and any feasible proposals will be presented to council as appropriate.	Assigned	

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**Government
of South Australia**
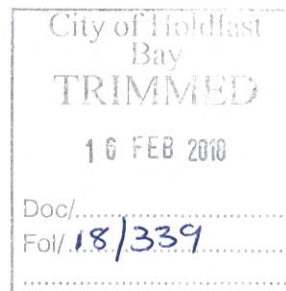
Mr Stephen Patterson
Mayor
Holdfast Bay City Council
PO Box 19
BRIGHTON SA 5048

Dear Mayor Patterson ~~STEPHEN~~

I am writing to inform you that the regulations for a new Code of Conduct for Council Employees (Employee Code) under the *Local Government Act 1999* (the Act) have been made and gazetted on 13 February 2018, to come into operation on 2 April 2018.

These regulations will replace the currently gazetted Employee Code and will be Schedule 2A to the Local Government (General) Regulations 2013.

As you may be aware, a review of both the Code of Conduct for Council Members (Member Code) and the Employee Code has been underway for some time.

This review has been the subject of much discussion at the Premier's State-Local Government Forum and I have consulted closely with the Independent Commissioner Against Corruption (Commissioner), the South Australian Ombudsman, the Australian Workers' Union, the Australian Services Union, and the Local Government Association (LGA).

These discussions concurred that simpler codes are needed that are focused on matters that may affect the integrity of council actions or decisions. While I agreed to postpone the implementation of a revised Member Code at the request of the LGA, I have acted to implement a revised Employee Code, as previously agreed with the LGA.

In line with the agreed policy on the review of the codes, the revised Employee Code has been streamlined to focus on provisions relating to the proper management of gifts and benefits, as this is currently not contained within the Act.

These provisions have been significantly simplified, reflecting concerns raised from both the local government sector and the Commissioner that the detailed gifts and benefits provisions in the current Employee Code have proven to be confusing and difficult to manage, as well as a specific recommendation from the Commissioner that gifts and benefits provisions in the codes be principle-based.

As is the case in the current Employee Code, the revised Employee Code requires gifts or benefits received that are of a value greater than an amount determined by me and published in the Gazette, to be included on a register. This amount will be reduced from $100 to $50, to accord with a common amount in state government agency employee policies.

SOUTH
AUSTRALIA

Additionally, the simplified provisions in the Employee Code reflect similar provisions in the *SA Public Sector Code of Ethics* (Public Sector Code). The Public Sector Code enables state government agencies to develop policies in relation to accepting, declaring and/or recording the receipt of gifts or benefits. Your council may wish to consider developing similar policies to further guide your employees.

Complaints for alleged breaches of the revised Employee Code will continue to be managed by councils in accordance with council policy and procedures. Chapter 13, Part 2 of the Act (particularly section 270) already requires councils to develop and maintain policies, practices and procedures for dealing with complaints about the actions of employees of the council, and the revised Employee Code recognises this.

Please note that the revised Employee Code requires councils to nominate a person to whom complaints are to be given. While not detailed in the Regulations, the policy may provide that a complaint be investigated and resolved according to the disciplinary processes of the council, as is the case in the current Employee Code.

Further information about the Employee Code is available on the website at dpti.sa.gov.au/local_govt/complaints

Finally, I note that if a complaint relates to corruption, serious or systemic misconduct or maladministration, the Office of Public Integrity is the central point of contact to receive and manage complaints against public officials.

Yours sincerely

Hon Geoff Brock MP
MINISTER FOR REGIONAL DEVELOPMENT
MINISTER FOR LOCAL GOVERNMENT
15 February 2018

Local Government Association of South Australia

Constitution and Rules

Table of Contents

I Preliminary

1. Association

The Association is the "Local Government Association of South Australia" ("**LGA**") which is constituted as a body corporate and a public authority pursuant to the *Local Government Act 1999* for the purpose of promoting and advancing the interests of local government in South Australia.

2. Constitution

2.1 This Constitution is binding:

    2.1.1 as between the LGA and each Member; and

    2.1.2 as between each Member and each other Member.

2.2 This Constitution may be altered only:

    2.2.1 by resolution:

        a. passed at a General Meeting of which at least 30 days' notice has been given to Members; and

        b. passed by at least 75% of the votes cast by Members at that General Meeting;

    and

    2.2.2 with approval of the Minister under subclause 1(4) of Schedule 1 of the *Local Government Act 1999*.

2.3 In any circumstances in which this Constitution is silent, incapable of taking effect or being implemented according to its strict provisions, the Board of Directors may determine what action may be taken to ensure the effective administration of the LGA.

2.4 Despite any other provision of this Constitution, the Board of Directors may as it thinks fit suspend or modify the operation of any provision of this Constitution in order to provide for a matter related or ancillary to a proclamation made by the Governor under Part 1 of Chapter 3 of the *Local Government Act 1999*.

3. Interpretation

3.1 In this Constitution, unless the contrary intention is apparent:

"**Annual General Meeting**" means a meeting of Members described in clause 9.

"**Audit Committee**" is the committee established by the Board of Directors in accordance with clause 24.3.1.

"**Board of Directors**" means the persons appointed as the governing body of the LGA in accordance with this Constitution as described in clause 21.

"**Chair**" means the person referred to in clause 14.

"**CEO Advisory Group**" means the committee established in accordance with clause 24.3.2.

"**Close of Nominations**" means the date and time at which nominations for the office of President close under clause 28.7.

"**Casual Vacancy**" means a vacancy in the office of a member of the Board of Directors due to a circumstance contemplated in clause 31.1.

"**Community Council**" means the governing entity for each of (a) the Anangu Pitjantjatjara Community; (b) the Maralinga Tjarutja Community; (c) the Yalata Community; (d) the Nepabunna Community; (e) the Gerard Community; and (f) the Outback Communities Authority.

"**Council**" means a Council constituted under the *Local Government Act 1999*.

"**Council Member**" means a member of the governing body of a Member.

"**Chief Executive**" means the Chief Executive of the LGA and, where the context allows, includes a person acting in that position.

"**Delegate**" means a person appointed to represent a Member at a General Meeting pursuant to clause 12.1.

"**Director**" means a member of the Board of Directors.

"**Fees**" means moneys payable by a Member to the LGA from time to time, including annual subscriptions, special purpose levies and services charges.

"**GAROC**" means the "Greater Adelaide Region Organisation of Councils" described in clause 19.

"**GAROC Terms of Reference**" means the terms of reference for GAROC referred to in clause 19.4.

"**General Meeting**" means a meeting of the Members of the LGA being either an Annual General Meeting or a Special General Meeting.

"**Immediate Past President**" means the person who is the immediately preceding President of the LGA.

"**LGA**" means the Local Government Association of South Australia.

"**LGA Office**" means the resources engaged by the Chief Executive to ensure that the LGA is enabled to adequately perform its functions.

"**Member**" means a Council or a Community Council which has applied for, been granted and retains membership in accordance with this Constitution and the Membership Proposition.

"**Membership Proposition**" means the terms of membership of the LGA approved by the Board of Directors.

"**Misconduct**" means being:

(a)   found guilty of an offence involving dishonesty or other offence which the Board of Directors resolves to be an offence which, committed by a Director, would bring the LGA or local government into disrepute;

(b)   being absent from 3 successive meetings of the Board of Directors without leave of the Board of Directors; or

(c)   engaging in conduct which the Board of Directors resolves to be conduct likely to bring the LGA or local government into disrepute.

"**Object**" is the object of the LGA as set out in clause 4.

"**President**" means at any time the person holding office as LGA President.

"**Presiding Member**" means the presiding member of a Council or Community Council.

"**Regional Groupings of Members**" means the regional groups described in clause 19.3.

"**Regional Organisation of Councils**" means either SAROC or GAROC as described in clause 19.

"**Register of Delegates**" means the register maintained by the LGA in accordance with clause 12.3.

"**SAROC**" means the "South Australian Region Organisation of Councils" as described in clause 19.

"**SAROC Terms of Reference**" means the terms of reference for SAROC referred to in clause 19.4.

"**Special General Meeting**" means a meeting of Members described in clause 10.

3.2   In this Constitution, unless the contrary intention is apparent:

3.2.1   words importing the singular include the plural and *vice versa*;

3.2.2   a power to appoint includes a power to dismiss; and

3.2.3   a reference to any document, including legislation, is a reference to that document as amended or replaced from time to time.

4.   Object

The object of the LGA is to achieve public value through the promotion and advancement of the interests of local government by:

4.1   advocating to achieve greater influence for local government in matters affecting councils and communities;

4.2   assisting Members to build capacity and increase sustainability through integrated and coordinated local government; and

4.3   advancing local government through best practice and continuous improvement.

5. Functions

The LGA must undertake its functions for the purpose of achieving the Object. The functions of the LGA are to:

5.1 advocate and provide leadership for local government in South Australia, leading to strong engaged communities served by efficient and collaborative Councils and Community Councils;

5.2 advocate for an autonomous, effective and democratic system of local government in South Australia to meet contemporary community needs;

5.3 encourage and promote an efficient, effective and sustainable system of local government in South Australia;

5.4 promote and protect the interests of local government and its Members and the communities they represent;

5.5 encourage and help local government to engage with, and respond to, the needs of the community;

5.6 develop and maintain consultation and co-operation between local government and the State and Commonwealth governments and their agencies;

5.7 assist Members to develop and maintain their financial sustainability and for the advancement of local government;

5.8 undertake any business activity which contributes to the Object;

5.9 represent Members of the LGA and local government to the public and the State and Commonwealth governments;

5.10 act as an advocate for Members and the local government community to address contemporary needs;

5.11 facilitate engagement and collaboration by and between Members as to their common interests;

5.12 encourage, assist, promote and foster the achievement and maintenance of the highest levels of integrity, justice, competence, effectiveness and efficiency of local government;

5.13 undertake or promote any activity which the Board of Directors determines to be for the benefit or interest of Members and local government in South Australia; and

5.14 undertake any function as may be vested in the LGA by statute.

6. Powers

For the purposes of fulfilling the Object and undertaking its functions, the LGA has the power to:

6.1 acquire, hold, deal with, and dispose of, any real or personal property;

6.2 administer any property on trust;

6.3 operate accounts with any financial institution including the Local Government Finance Authority;

6.4 levy annual subscriptions, special purpose levies and service charges upon Members;

6.5 accept gifts of money or property;

6.6 invest money in any way considered prudent by the Board of Directors, including with the Local Government Finance Authority;

6.7 borrow and raise money as required by the LGA having regard to the financial sustainability of the LGA;

6.8 give security for the discharge of liabilities incurred by the LGA;

6.9 make application to, and accept grants and loans from, the State government and the Commonwealth government for the benefit of any Member or the LGA;

6.10 determine remuneration for Directors or members of committees established under this Constitution;

6.11 employ a Chief Executive and the staff of the LGA Office;

6.12 engage professional advisors;

6.13 appoint agents to transact any activities of the LGA;

6.14 insure against any risk;

6.15 enter into any contract it considers necessary or desirable;

6.16 subject to the *Corporations Act 2001* (Cth), establish or dissolve incorporated subsidiaries and determine policies and procedures to apply to subsidiaries;

6.17 advocate for changes to State government and Commonwealth government legislation;

6.18 provide services to Members with or without reward;

6.19 publish material of interest to Members and for the purpose of promoting the LGA and the system of local government;

6.20 enter into any arrangements or obtain any privileges and concessions which the LGA considers to be desirable for the LGA on behalf of Members;

6.21 mediate disputes between Members or within a Member's governing entity;

6.22 instigate or defend legal proceedings;

6.23 manage any dispute to which it is party, including by referral to, and participation in, mediation, conciliation or arbitration;

6.24 provide resourcing for the LGA Office;

6.25 establish and maintain policies, procedures, terms of reference, membership conditions and guidelines as contemplated by this Constitution or as are conducive to the achievement of the Object;

6.26   associate or collaborate with other associations and organisations having objects consistent with, or complementary to, the Object, including by way of incorporated or unincorporated joint venture or other form of alliance;

6.27   exercise any other power vested in the LGA by statute; and

6.28   do any other thing which is related, incidental or conducive to the attainment of the Object,

provided that the LGA may not distribute its assets to Members other than in the circumstances stated in clause 7.2.

7.   Dissolution

7.1   The LGA may be dissolved by resolution:

7.1.1   passed at a General Meeting of which at least 30 days' notice has been given; and

7.1.2   passed by at least 75% of the votes cast by Members entitled to vote on the resolution.

7.2   In the event of dissolution, and after payment of all debts and liabilities, any surplus assets shall be returned to Members in proportion to the annual subscription paid in the financial year prior to the passing of the resolution to dissolve.

7.3   In the event of a dissolution where there are insufficient funds to pay all debts and liabilities of the LGA, a levy on Members shall be determined to cover the deficiency, such levy being in proportion to the annual subscription paid in the financial year prior to the passing of the resolution to dissolve.

II   Membership of the LGA

8.   Membership

8.1   Each Council and Community Council is entitled to apply in writing to the Board to be a Member of the LGA, except as provided in clause 8.2.

8.2   A Council or Community Council which has had its membership application rejected or membership revoked under this clause 8 may not reapply for membership for the same financial year that the membership the subject of the application or revocation would have operated, unless otherwise determined by the Board of Directors.

8.3   Membership operates for a 12 month period commencing on 1 July.

8.4   A Member must provide to the LGA such information and support as the LGA reasonably requests to carry out the Object.

8.5   Each Member is entitled to access approved minutes of General Meetings, the Board of Directors and committees of the LGA.

8.6   Each Member will pay to the LGA:

8.6.1 the annual subscription determined by the Board of Directors applicable to that Member by 1 August for the financial year in which the membership will operate (un

8.6.2 less otherwise determined by the Board of Directors); and

8.6.3 by the due date for payment, any special purpose levy or service charge relevant to that Member.

8.7 The Board of Directors may:

8.7.1 reject an application for membership of any Council or a Community Council; or

8.7.2 revoke the membership of a Council or a Community Council,

on a basis provided for in the Membership Proposition.

8.8 Membership of the LGA will be automatically revoked for a Member who fails to pay an annual subscription or special purpose levy to the LGA by the due date for payment (or such later date as may be determined by the Board of Directors).

8.9 The LGA may cease providing a service to a Member if the Member fails to pay a service fee in respect of the services to the LGA by the due date.

8.10 A Council or Community Council which has had its membership application rejected or membership revoked under this clause 8 may not reapply for membership for the same financial year that the membership the subject of the application or the revoked membership would have operated, unless otherwise determined by the Board of Directors.

8.11 The LGA is not obliged to provide any service to a Council or Community Council which is not a Member of the LGA.

8.11.1 A Council or a Community Council may resign from the LGA upon giving written notice to the LGA. A resignation takes effect as provided for in the Membership Proposition.

III   Meetings of the LGA

9.   Annual General Meeting

9.1 A meeting of the Members of the LGA to be called the "Annual General Meeting" shall be held once in each year, at a time, date and place determined by the Board of Directors.

9.2 The Chief Executive shall at least 30 days before the date fixed for the holding of the Annual General Meeting advise each Member of the time, date and place of the meeting and the proposed business of the meeting.

10. Special General Meeting

10.1 The Board of Directors of the LGA has the power to call a Special General Meeting of the LGA for a stated purpose upon at least 7 days' notice in writing to be given to all Members by the Chief Executive.

10.2 At least 10 Members may, by a notice in writing to the Chief Executive request a Special General Meeting stating the business to be considered and determined at the Special General Meeting. Within 14 days from the receipt of the notice, the Chief Executive must call a meeting of the Members to be held within 30 days by advising each Member of the time, date and place of the meeting and the stated business of the meeting.

10.3 No business other than the stated business may be considered or determined at a Special General Meeting.

11. Venue of General Meetings

The LGA may hold a General Meeting at 2 or more venues using any technology that gives the Members a reasonable opportunity to participate in the meeting.

12. Appointment of Delegates

12.1 Each Member may appoint a person to act as the delegate for the Member at a General Meeting, and may at any time revoke such appointment and appoint another person as its delegate.

12.2 To be eligible for appointment as a delegate, a person must be a Council Member.

12.3 Each Member shall give notice in writing to the LGA of the person appointed to act as its delegate and the LGA will maintain a register of delegates.

12.4 A Member must notify the LGA in writing if a person's appointment as a delegate has been revoked by the Member, a person has resigned from the role of delegate or the person appointed as a delegate ceases to be a Council Member.

12.5 If a Delegate is unable to attend a General Meeting, the Member may, by giving written notice to the LGA, appoint another person to act as a substitute for the Delegate at the meeting. The appointment will only be valid for the General Meeting specified in the written notice. A person appointed under this clause 12.5 will be a "Delegate" for the purposes of this Constitution in respect of that General Meeting.

13. Quorum

13.1 Subject to this clause 13, no business shall be transacted at any General Meeting unless at least half of the Delegates on the Register of Delegates, plus 1 Delegate are present.

13.2 A quorum present at the commencement of a General Meeting is taken to be present throughout the meeting unless the Chair of the meeting declares otherwise.

13.3 If no quorum is present at a General Meeting within 30 minutes after the time appointed for the commencement of a meeting, the Chair may adjourn the meeting to a determined date, time and place, provided that the date is no earlier than 7 days after the adjourned meeting or in the case of a General Meeting convened to consider a special resolution no earlier than 30 days after the notice of the adjourned meeting is provided to Members.

13.4 Notice of an adjourned meeting with the date, time and place at which the meeting will be recommenced must be provided to all Members.

13.5 Any business which could have been transacted at a meeting which has been adjourned because of the absence of a quorum under clause 13.3 may be transacted on the recommencement of the meeting as notified under clause 13.4 notwithstanding there is no quorum present at that meeting.

14. Chair

The President shall preside at all General Meetings and meetings of the Board of Directors, but in his or her absence a member of the Board of Directors chosen by the Board of Directors shall preside at the meeting.

15. Adjournments

Subject to clause 13, the Delegates present at any General Meeting may from time to time by resolution adjourn the meeting to a determined date and time.

16. Business of General Meetings

16.1 The business of a General Meeting will be to consider items of strategic importance to local government and the LGA as recommended by SAROC, GAROC or the Board of Directors and matters which must be determined under this Constitution at a General Meeting.

16.2 Any Member may propose an item of business for the Annual General Meeting to SAROC, GAROC or the Board of Directors.

16.3 No business shall be brought before a General Meeting of the LGA unless:

16.3.1 it has been placed on the agenda of an Annual General Meeting by SAROC, GAROC or the Board of Directors taking into account the purpose of a General Meeting set out in clause 16.1; or

16.3.2 the business is as stated in the notice of a Special General Meeting, given in accordance with clause 10.

17. Voting

17.1 Each resolution considered at a General Meeting will be decided by the majority value of the votes of the Delegates present at the meeting and voting on the resolution.

17.2 Votes of Delegates at meetings of the LGA shall have the following values:

17.2.1 Delegates of Members whose areas have populations up to 10,000 people - value of 1 vote;

17.2.2 Delegates of Members whose areas have populations of between 10,001 and 50,000 people - value of 2 votes; and

17.2.3 Delegates of Members whose areas have populations of over 50,001 people - value of 3 votes.

17.3 For the purposes of this clause, the population of each Member area shall be the population stated in the latest estimated population figures published by the Australian Bureau of Statistics.

18. Procedure at Meetings

The Board of Directors may, consistent with the Constitution, make, vary or revoke any meeting procedures regulating the mode and conduct of proceedings at any General Meeting and meetings of the Board of Directors, SAROC or GAROC.

19. Regional Organisations of Councils

19.1 There are 2 regional organisations of Members:

19.1.1 SAROC; and

19.1.2 GAROC.

19.2 The role of SAROC and GAROC is regional advocacy, policy initiation and review, leadership, engagement and capacity building in the regions.

19.3 Members will be organised into regional groups for the purpose of participating in the processes for the election of SAROC and GAROC. The Regional Groupings of Members are not formed to undertake any other function.

19.4 Terms of reference for SAROC and GAROC as approved by the Board of Directors will:

19.4.1 list the Regional Groupings of Members comprising SAROC and GAROC respectively; and

19.4.2 provide for:

(a) the conduct of business including requirements for strategic and annual business planning and budgeting, and reporting requirements;

(b) receipt and consideration of proposals for policy development for the betterment of local government from Members;

(c) referral of proposals to the Board of Directors or General Meetings;

(d) appointment of a chairperson; and

(e)   any other matters which the Board of Directors considers to be prudent or convenient.

19.5   Each Regional Grouping of Members will elect:

19.5.1   2 Council Members; and

19.5.2   a chief executive officer of a Member,

as members of SAROC or GAROC (as relevant) provided that each person elected is from a different Member.

19.6   In addition to the membership determined under clause 19.5, the Lord Mayor of the City of Adelaide or his or her nominee (also being a Council Member of the City of Adelaide) will be a member of GAROC.

19.7   The term of office for members of SAROC and GAROC shall commence after the Annual General Meeting of the year in which elected. Each member will serve for a period of 2 years or until a circumstance causing a Casual Vacancy occurs.

19.8   SAROC and GAROC will be supported by the LGA Office.

20.   Annual report

The LGA will make publicly available on or before 30 November in each year an annual report adopted by the Board of Directors in respect of the operations of the LGA for the preceding financial year.

IV   The Board

21.   Board of Directors

21.1   The Board of Directors is the governing entity of the LGA.

21.2   The Board of Directors shall consist of:

21.2.1   the President;

21.2.2   the Immediate Past President;

21.2.3   the chairperson of SAROC and the chairperson of GAROC; and

21.2.4   8 additional persons (each of which must be a Council Member) with relevant business and governance experience elected in equal proportions from the members of SAROC (4 persons) and the members of GAROC (4 persons).

21.3   The role of the Board of Directors is to oversee corporate governance of the LGA and provide strategic direction and leadership. The Directors do not represent SAROC, GAROC or a specific Member or Members.

21.4   Each Director must:

21.4.1 undertake his or her role as a Director honestly and act with reasonable care and diligence in the performance and discharge of functions and duties;

21.4.2 not make improper use of information acquired by virtue of his or her position as a Director to gain, directly or indirectly, an advantage for himself or herself or for another person or to cause detriment to the LGA;

21.4.3 not make improper use of his or her position as a Director to gain, directly or indirectly, an advantage for himself or herself or for another person or to cause detriment to the LGA; and

21.4.4 not act in any matter where the Director has a conflict of interest (provided that an interest shared in common with all or a substantial proportion of the Directors will not be an interest giving rise to a conflict of interest).

22. Functions of the Board of Directors

The functions of the Board of Directors include:

22.1 appointing a Chief Executive and superintending his or her performance;

22.2 holding the Chief Executive accountable for the performance of the LGA Office;

22.3 advocating for the LGA, the Members and the local government community;

22.4 superintending the activities of the LGA;

22.5 determining matters which may be placed on the agenda of a General Meeting; and

22.6 undertaking such other functions as may be provided for, or envisioned by, this Constitution.

23. Duties of the Board of Directors

The Board of Directors must ensure that:

23.1 the LGA acts in accordance with applicable laws and this Constitution;

23.2 the LGA acts ethically and with integrity, respecting diversity and striving for gender balance participation in all activities;

23.3 the activities of the LGA are conducted efficiently and effectively and that the assets of the LGA are properly managed and maintained;

23.4 subject to any overriding fiduciary or other duty to maintain confidentiality, the affairs of the LGA are undertaken in an open and transparent manner; and

23.5 the LGA performs to its business plan and achieves or betters the financial outcomes projected in its budget.

24. Powers of the Board of Directors

24.1   The Board of Directors may exercise the powers of the LGA.

24.2   The Board of Directors also has power to:

24.2.1   establish committees consisting of any person with relevant experience, skill or expertise for any purpose and determine the terms of reference for such committees; and

24.2.2   recommend to the Members at a General Meeting to amend the provisions of the Constitution.

24.3   The Board of Directors must establish and maintain:

24.3.1   an audit committee comprising at least 3 persons with appropriate qualifications and experience required to discharge the functions of an audit committee as determined by the Board of Directors; and

24.3.2   an advisory group comprised of at least 8 persons each being a chief executive officer of a Member.

24.4   The Board of Directors, the Audit Committee, the CEO Advisory Group and any committee shall cause minutes to be kept of all its proceedings and actions.

24.5   The Board of Directors will report the activities of Board of Directors, the Audit Committee, the CEO Advisory Group and any committee to Members at each General Meeting.

25. Meetings of the Board of Directors

25.1   Meetings of the Board of Directors shall be held at least once in each 2 month period at such times and places as shall be determined by the President or by any 3 members of the Board of Directors.

25.2   The Chief Executive shall, at least 7 days before the date fixed for the meeting of the Board of Directors, inform each Director of the date, time and place of the meeting and the proposed business to be conducted at the meeting.

25.3   The President may in cases of urgency direct that a meeting of the Board of Directors be held at any time without the need to give 7 days' notice. If this occurs the Chief Executive shall if practicable give notice in writing to each Director of the date, time and place of the meeting and the proposed business to be conducted at the meeting.

25.4   No business shall be transacted at a meeting of the Board of Directors unless half of the Directors, plus 1 Director are present (providing that at least 1 Director from each of SAROC and GAROC is in attendance) in person or connected using technology which enables all members to communicate with each other as if they were all present in a single place.

25.5 All questions arising at a meeting of the Board of Directors shall be decided by a simple majority vote of the Directors present and voting on each question.

25.6 The Chair of the meeting has a deliberative vote and, if there are equal numbers of votes on any question, a casting vote.

26. Circulating resolutions

26.1 Notwithstanding clause 25, the Board of Directors may pass a resolution without a meeting in accordance with this clause 26.

26.2 Each member must receive notice of the proposed resolution in identical terms.

26.3 A resolution will remain open for adoption for a period of 5 days (or such longer period as is provided in the notice of the resolution).

26.4 A Director may vote for a resolution received under clause 26.2 by signing and dating a document setting out the resolution and containing a statement confirming that they are in favour of the resolution (**Instrument of Resolution**).

26.5 The resolution is passed when the Chief Executive receives by hand delivery, post, email or fax Instruments of Resolution executed by a majority of Directors entitled to vote on the resolution within the time period provided for in clause 26.3.

27. Delegations

27.1 Subject to this clause 27, the Board of Directors may by resolution delegate any of its powers, functions or duties to any member or members of the Board of Directors or to the Chief Executive, excepting that a delegation to certify the audited financial statements in accordance with the Constitution must only be given jointly to the President and Chief Executive.

27.2 Where a person is acting in the position of either President or Chief Executive in accordance with this Constitution, that person may exercise powers delegated under this clause to the President or Chief Executive (as relevant).

27.3 The Board of Directors may not delegate the power to:

27.3.1 determine annual subscriptions, special purpose levies or service charges for services provided to Members;

27.3.2 determine a membership application or to determine the continuing membership status of a Member;

27.3.3 borrow money or to obtain other forms of financial accommodation;

27.3.4 adopt or revise a strategic management plan of the LGA;

27.3.5 adopt or revise an annual business plan or budget of the LGA;

27.3.6 pay remuneration or expenses to members of the Board of Directors; or

LGA logo region

The voice of local government.

27.3.7   make an application or recommendation, or report or give notice, to the Governor or a Minister where provided for by statute.

27.4   A delegation:

27.4.1   is subject to conditions and limitations stated in the resolution;

27.4.2   if made to the Chief Executive, authorises the sub-delegation by the Chief Executive in writing of the delegated power or function to any person unless the resolution directs otherwise;

27.4.3   is revocable by resolution of the Board of Directors; and

27.4.4   does not prevent the Board of Directors from exercising the delegated power.

27.5   The Board of Directors must cause a separate record to be kept of all delegations under this clause.

27.6   The Chief Executive must ensure that sub-delegations are reported to the Board of Directors at least every 3 months.

27.7   At least once in every financial year the Board of Directors must review the delegations and sub-delegations for the time being in force under this clause.

27.8   The record of delegations made under this clause must be placed on the LGA's public website.

28. Nominations for the Office of President

28.1   The office of President shall be elected by Members biennially.

28.2   In the year in which a new President is to be elected, and at least 3 months before the Annual General Meeting, the Chief Executive shall write to all Members calling for nominations for the position of President.

28.3   Every Member is entitled to nominate an eligible person to the office of President.

28.4   To be eligible for nomination as a candidate for the position of President, a person must be a Council Member.

28.5   To be eligible for the position of President, a person must also be a current member of SAROC or GAROC who has undertaken that role for a period of not less than 1 year.

28.6   The eligibility for office of President shall rotate each term between a person who is a Council Member of a Member within Regional Groupings of Members in SAROC and a Council Member of a Member within Regional Groupings of Members in GAROC.

28.7   A nomination of a person for the office of President shall be by resolution of a Member and must be received by the Chief Executive not later than 5 pm on the day specified for the closure of nominations. A nomination must be signed by the candidate indicating his or her willingness to stand for election and be in the form determined by the Chief Executive.

28.8 If no nomination is received for the office of President under clause 28.7, then the Chief Executive shall call for additional nominations from and by the Delegates at the Annual General Meeting and will conduct an election at the meeting.

29. Election for office of President

29.1 The Chief Executive shall be the returning officer for any election for the office of President.

29.2 After the Close of Nominations, the Chief Executive will notify all Members of the candidates for the office of President.

29.3 If only 1 person is nominated for President by the Close of Nominations, the Chief Executive shall declare such person duly elected.

29.4 If the number of persons nominated for the office of President by the Close of Nominations exceeds 1 person then an election must be held in accordance with this clause.

29.5 In the event of an election being required, the Chief Executive shall conduct the election as follows:

29.5.1 at least six weeks before the Annual General Meeting the Chief Executive shall deliver ballot papers to each Member;

29.5.2 the ballot papers shall:

(a) list the candidates for election;

(b) specify the day of closure of the election; and

(c) be accompanied by an envelope marked "Ballot Paper" and a second envelope marked "Returning Officer";

29.5.3 each Member shall determine by resolution the candidate it wishes elected;

29.5.4 the Delegate of a Member or in the Delegate's absence, the chair of the meeting for that Member shall mark the ballot paper with an "X" next to the candidate that the Member wishes elected and seal the ballot paper in the envelope marked "Ballot Paper" inside the envelope marked "Returning Officer". Before sealing the second envelope the Delegate must indicate the Member's name on the inside flap of the envelope. The envelope may then be sealed and delivered to the Returning Officer;

29.5.5 on receipt of the envelopes the Chief Executive must:

(a) open the outer envelope addressed to the "Returning Officer" and record the name of the Member which appears on the inside flap of the envelope on the roll of Member's eligible to vote; and

(b) place the envelope marked "Ballot Paper" unopened into the ballot box;

29.5.6 the Chief Executive shall nominate the date, time and place for the counting of votes and shall invite each candidate and a person nominated as the candidate's scrutineer to be present;

29.5.7 at the counting of the votes the Chief Executive shall produce unopened envelopes marked "Ballot Paper" and if satisfied that all votes are valid, count the number of votes received by each candidate;

29.5.8 the candidate with the most votes shall be deemed elected and the Chief Executive shall declare the candidate elected at the Annual General Meeting; and

29.5.9 in the case of candidates receiving the same number of votes, the Chief Executive shall draw lots at the counting of the votes to determine which candidate is elected.

29.6 The Chief Executive may, in his or her discretion, appoint a deputy returning officer and delegate any of his or her powers, functions or duties to that person who shall act accordingly.

30. Term of Office of Directors

30.1 The President shall take office after the Annual General Meeting of the year in which elected and shall hold office for 2 years or until any vacancy in that office occurs.

30.2 When a new President is elected the person retiring from the Office of President shall hold office as Immediate Past President until his or her successor as President is entitled to assume the office of Immediate Past President.

30.3 The term of office of the six persons elected to the Board of Directors by SAROC (3 persons) and GAROC (3 persons) shall commence after the Annual General Meeting of the year in which the person is elected and shall be for 2 years or until a vacancy in that office occurs for any such person.

30.4 Persons elected under clause 30.3 are eligible for re-election for subsequent terms.

30.5 Any person appointed to the office of Immediate Past President shall hold office until the retiring President becomes entitled to hold that office under this Constitution.

31. Casual Vacancy

31.1 A casual vacancy shall occur in the offices of President or another Director if the person appointed to that office:

31.1.1 dies;

31.1.2 resigns from the office or from SAROC or GAROC (as relevant);

31.1.3 is dismissed by resolution of the Board of Directors from the Board of Directors or SAROC or GAROC (as relevant) for Misconduct; or

31.1.4   ceases to be a Council Member,

or an administrator is appointed to administer the affairs of the Member for which the Director is the Council Member.

31.2   If there is a Casual Vacancy in the office of President, the Board of Directors shall appoint a member of the Board of Directors to act in the office of President for the balance of the President's term, provided that the position may only be filled by a Director who is a member of the same Regional Organisation of Councils as the President.

31.3   If there is a Casual Vacancy in the Board of Directors (other than for the roles of President or Immediate Past President) then the position will be filled for the balance of the Director's term by a person appointed as a replacement by SAROC or GAROC (as relevant to the Director the subject of the Casual Vacancy) taking into account the considerations in clause 21.2.4.

31.4   If a Casual Vacancy arises in the office of Immediate Past President then the vacant position on the Board of Directors will be filled by either SAROC or GAROC as determined by reference to whether the Member on which the Immediate Past President served was a member of a Regional Grouping of Members represented by SAROC or GAROC. SAROC or GAROC (as relevant) will elect the person taking into account the considerations in clause 21.2.4 and determining that the person is of such seniority and experience that his or her contribution will be valuable to the Board of Directors and the LGA.

32.   Leave of absence

32.1   A Director may be granted a leave of absence by resolution of the Board of Directors.

32.2   Where a leave of absence is granted to the President, a Director will be selected by the Board of Directors to act in the office of President for the duration of the absence, provided that the position may only be filled by a Director who is a member of the same Regional Organisation of Councils as the President.

32.3   Where a leave of absence is granted to a Director (other than the President) or a Director is appointed to act as the President under clause 32.2, an acting Director will be appointed by SAROC or GAROC (as relevant to the Director the subject of the leave of absence) to serve in place of that Director for the duration of the absence.

33.   Appointment of a Chief Executive

33.1   The Board of Directors shall appoint a Chief Executive who shall be responsible to the Board of Directors for:

33.1.1   the execution of the Board's decisions,

33.1.2   appointing and overseeing the LGA Office on the basis of sound principles of management;

33.1.3 the discharge of duties stated in the Chief Executive's contract of employment;

33.1.4 keeping full and accurate accounts of all monies received and expended on behalf of the LGA;

33.1.5 attending to all correspondence and receiving, giving receipt for, banking and making disbursements of LGA funds;

33.1.6 carrying out the lawful instructions given by the Board of Directors or the Members by resolution passed in General Meeting;

33.1.7 having custody of any books, journals, records or documents belonging to the LGA;

33.1.8 having custody of the seal of the LGA which may not be affixed to any document unless it is affixed in the presence of and attested by 2 members of the Board of Directors;

33.1.9 submitting a duly audited statement of income and expenditure for the previous year ending the 30th day of June to the Annual General Meeting; and

33.1.10 submitting a balance sheet showing the current assets and liabilities of the LGA to the Annual General Meeting.

33.2 The performance, remuneration and terms and conditions of the Chief Executive's appointment shall be reviewed annually by the Board of Directors.

33.3 If the Chief Executive is on leave, incapacitated or otherwise unable to fulfil his or her role then a person nominated by the Chief Executive shall act in that capacity for the period of the Chief Executive's absence. However, the Board of Directors will appoint an acting Chief Executive if the Chief Executive is unable to determine this appointment.

34. Audit

34.1 The Board of Directors shall appoint an auditor annually.

34.2 A person must not be appointed as the Auditor for a period of more than 5 years.

34.3 Prior to each Annual General Meeting, the Auditor shall audit the income and expenditure account and balance sheet for the year ending 30th June and shall if required report its findings to the Annual General Meeting.

34.4 If required the Auditor shall report to the Annual General Meeting regarding the audit.

V. Miscellaneous

35. Administration

35.1 Subject to clause 35.2, an administrator appointed to administer the affairs of the Member may exercise the rights and satisfy the obligations of the administered Member under this Constitution.

35.2 An administrator is ineligible to be a member of the Board of Directors, SAROC or GAROC.

36. Curing of irregularities

36.1 An act done by a Director is effective even if his or her appointment, or the continuance of his or her appointment, is invalid.

36.2 A proceeding under this Constitution is not invalidated because of any procedural irregularity unless a Court of competent jurisdiction is of the opinion that the irregularity has caused or may cause substantial injustice that cannot be remedied by any order of the Court, and by order declares the proceeding to be invalid.

36.3 In this clause, a reference to a "procedural irregularity" includes a reference to:

36.3.1 a defect, irregularity or deficiency of notice or time;

36.3.2 the accidental omission to give notice of any meeting under this Constitution or the non-receipt by any person of notice of the meeting;

36.3.3 the absence of a quorum at any meeting under this Constitution; or

36.3.4 a vote cast at a General Meeting by or for a person under this Constitution not entitled to vote at the meeting or on the matter, or not entitled to vote to the extent or in the way they voted.

VI. Transitional provisions

37. Interpretation

37.1 Transitional arrangements associated with this Constitution are set out in this Part VI.

37.2 In Part VI:

"**Adoption Date**" means the date on which both of the following criteria have been satisfied (regardless of the order in which the criteria are satisfied):

(a) this Constitution has been adopted by the Members; and

(b) the Minister responsible for the *Local Government Act 1999* has approved the revocation of the Previous Constitution.

"**Effective Time**" means immediately after the Annual General Meeting held following the Adoption Date.

"**LGA Board**" means the governing body of the LGA formed under Part 13 of the Previous Constitution.

"**Previous Constitution**" means the *The Constitution* (effective 6 December 2015).

"**Transition Period**" means the time period between the Adoption Date and the Effective Time.

37.3 In the event of an inconsistency between Part VI of this Constitution and another provision of this Constitution, Part VI will to the extent of the inconsistency prevail.

38. Membership of the LGA

38.1 A Council which is a member of the LGA in accordance with the Previous Constitution as at the Effective Time will be deemed to be a Member under the terms of this Constitution.

38.2 Any liabilities owing by a Council to the LGA prior to the Effective Time will continue notwithstanding the adoption of this Constitution.

39. President

The President of the LGA holding office immediately prior to the Effective Time will become the Immediate Past President under this Constitution at the Effective Time if so eligible.

40. SAROC and GAROC

40.1 Terms of reference for SAROC and GAROC adopted by the LGA Board during the Transition Period will continue in operation after the Effective Time as the terms of reference for the purpose of clause 19.4 of this Constitution.

40.2 As at the Effective Date:

40.2.1 the chairs of SAROC and GAROC appointed during the Transition Period; and

40.2.2 Directors elected by SAROC and GAROC during the Transition Period,

are validly appointed to the Board of Directors.

41. Resolutions

Resolutions passed at a General Meeting or by the LGA Board under the Previous Constitution remain valid after the Effective Time.

42. Delegations

42.1 Delegations granted under clause 86 of the Previous Constitution will continue

in operation after the Effective Time as if the delegation was validly granted under clause 27 of this Constitution.

42.2 For the purpose of giving effect to clause 42.1, clause 27.3 will not operate to invalidate a delegation granted validly under the Previous Constitution, provided that this clause 42.2 will cease to operate on the 30 June next following the end of the Transition Period.

43. Audit Committee

43.1 The initial Audit Committee for the purposes of clause 24.3.1 will be the audit committee in existence as at the Effective Time.

43.2 Each member of the Audit Committee referred to in clause 43.1 will serve out the balance of his or her term of office.

44. Auditor

An auditor appointed under clause 54 of the Previous Constitution will continue to hold that appointment after the Effective Time, until such time as the Board of Directors replaces the auditor in accordance with clause 34 of this Constitution.

Local Government Association of South Australia

Audit Committee Terms of Reference

==[insert date of adoption]==

1. Establishment

In accordance with clause 29.3 of the Local Government Association of South Australia Constitution and Rules (adopted ==[insert date]==) (**Constitution**) the Board of Directors of the Local Government Association of South Australia (**LGA**) has resolved to establish a committee to discharge the functions of an audit committee as determined by the Board (**Audit Committee**).

2. Terms of Reference

2.1. These Terms of Reference set out the functions to be discharged by the Audit Committee.

2.2. The operation of the Terms of Reference may be altered by the Board of Directors either generally or in respect of specific circumstances by resolution. A resolution for the purposes of this clause 2.2 will be reported to the chairperson of the Audit Committee within 24 hours of the meeting of the Board of Directors at which the resolution was passed.

2.3. A capitalised term not defined in this document has the meaning provided for the term in the Constitution.

3. Status

The Audit Committee is a committee of the LGA and is responsible to the Board of Directors for the discharge of its functions.

4. Membership

4.1. The Audit Committee will comprise of:

    4.1.1. at least 2 independent members; and

    4.1.2. 1 Director (**Director Member**),

appointed by the Board of Directors.

4.2. The term of office for members of the Audit Committee will be:

    4.2.1. 3 years for independent members; and

    4.2.2. 2 years for the Director.

4.3. Each member of the Audit Committee must:

    4.3.1. undertake his or her role as a committee member honestly and act with reasonable care and diligence in the performance and discharge of functions and duties;

    4.3.2. not make improper use of information acquired by virtue of his or her position as a committee member to gain, directly or indirectly, an advantage for himself or herself or for another person or to cause detriment to the LGA;

4.3.3.   not make improper use of his or her position as a committee member to gain, directly or indirectly, an advantage for himself or herself or for another person or to cause detriment to the LGA; and

4.3.4.   not act in any matter where the committee member has a conflict of interest (provided that an interest shared in common with all or a substantial proportion of the members of the Audit Committee will not be an interest giving rise to a conflict of interest).

4.4.   A member of the Audit Committee may be removed from the Audit Committee by the Board of Directors. The Board of Directors will provide an independent member with an opportunity to address the Board of Directors on his or her proposed removal from the Audit Committee prior to the Board of Directors resolving to remove the member from the Audit Committee.

5.   Responsibilities

5.1. Board of Directors

5.1.1.   The role of the Board of Directors is to oversee corporate governance of the LGA and provide strategic direction and leadership.

5.1.2.   The duties of the Board of Directors include ensuring that:

(a)   the LGA acts in accordance with applicable laws and this Constitution;

(b)   the activities of the LGA are conducted efficiently and effectively and that the assets of the LGA are properly managed and maintained;

(c)   subject to any overriding fiduciary or other duty to maintain confidentiality, the affairs of the LGA are undertaken in an open and transparent manner; and

(d)   the LGA performs to its business plan and achieves or betters the financial outcomes projected in its budget.

5.1.3.   Consistent with this role and these duties the Board of Directors has appointed the Audit Committee to:

(a)   oversee the internal audit of the LGA's finances and activities; and

(b)   review and advise the Board on the external auditor's report.

5.1.4.   The Board of Directors will not adopt the annual financial statements of the LGA, until the Audit Committee has been provided with an opportunity to review those statements in accordance with clause 6.2.1.

5.1.5.   The Board of Directors or the Chief Executive may from time to time refer matters to the Audit Committee for the consideration, including in relation to the financial affairs or performance of the LGA or the undertaking or proposed undertaking of any activity by the LGA or a subsidiary of the LGA.

5.1.6.   The Board of Directors will receive, consider and respond to any report or recommendation provided to the Board of Directors by the Audit Committee.

5.1.7.   The Board of Directors will periodically review the performance of the Audit Committee.

5.2. Audit Committee

5.2.1.   The primary responsibility of the Audit Committee is to advise the Board of Directors on evaluating and improving the effectiveness of financial management, risk management, internal controls and governance processes.

5.2.2.   The Audit Committee may, through the Chief Executive and at the LGA's expenses, seek external legal, financial or other advice on matters within its functions or concerning these Terms of Reference.

5.2.3.   The Audit Committee will fulfil the committee's functions under these Terms of Reference in a timely, objective and professional manner.

5.3. Director Member

5.3.1.   The Director Member will act as a conduit between the Audit Committee and the Board of Directors.

5.3.2.   The Director Member will present any report of the Audit Committee to the Board of Directors and provide context for any recommendation of the Audit Committee.

5.3.3.   The Director Member will provide a verbal report to the Board of Directors on key matters being considered by the Audit Committee at each Board of Director's meeting at which the minutes of the Audit Committee are to be considered by the Board of Directors.

5.4. Chief Executive

5.4.1.   The Chief Executive will make available to the Audit Committee information of the LGA which is relevant to the functions of the Audit Committee.

5.4.2.   The Chief Executive will ensure that administrative support and other resources are made available to the Audit Committee to enable the committee to discharge its obligations under these Terms of Reference.

5.4.3.   Resources made available to the Audit Committee will include resourcing by the LGA Office or external resources considered appropriate by the Chief Executive acting in consultation with the Audit Committee.

6.   Functions of the Audit Committee

6.1.   External Audit

6.1.1.   The Audit Committee will recommend to the Board of Directors an external auditor to be appointed by the Board of Directors for the purposes of clause 39 of the Constitution.

6.1.2.   The Audit Committee will review and advise the Board of Directors of the adequacy of:

(a)   the terms of engagement and audit fees for the external auditor prior to the commencement of each audit;

(b)   the independence and objectivity of the external auditor and its compliance with all relevant requirements; and

(c)   the external auditor's proposed audit plan, approach and scope, including materiality levels.

6.1.3.   The Audit Committee will meet with the external auditor without the presence of the Chief Executive or any staff of the LGA Office at least once each year to discuss the external audit process and outcomes.

6.1.4.   Representatives of the external auditor must be invited to attend meetings of the Audit Committee at which the end of year financial report and outcomes of the external audit will be considered.

6.1.5.   The Audit Committee may recommend to the Board of Directors that the external auditor or another appropriately qualified person examine and report on any matter related to financial management, risk management, internal controls and governance processes that would not otherwise be addressed as part of the annual external audit.

6.2.   Financial reporting and prudential requirements

6.2.1.   The Audit Committee will review the LGA's annual financial statements (and any significant amendment of the financial statements previously considered by the Audit Committee prior to adoption by the Board of Directors) to ensure that the statements present fairly the state of affairs of the LGA. The Audit Committee will include in its considerations:

(a)   compliance with accounting standards, policies and practices and any other reporting requirements, and any changes in these since the last annual financial statement were compiled;

(b)   the process used to make significant accounting estimates;

(c)   significant adjustments to the financial reports (if any) arising from the external audit process;

(d)   significant variance in the financial statements from prior years;

(e)   trends which have become evident from the annual financial statements over the last 5 year period;

(f)   management representations attesting to the accuracy of the end of year financial statement and any significant matters evident from these statements; and

(g)   the external auditor's summary management report detailing the results and significant findings from the audit and management responses.

6.2.2.   The Audit Committee will provide a recommendation regarding the adoption of the financial statements to the Board of Directors, subject to any recommendation by the Audit Committee.

6.2.3.   The Audit Committee will review the LGA's strategic management plans, annual business plans and budget and provide recommendations to the Board of Directors regarding actions which may be taken to enhance financial governance and sustainability.

6.2.4.   The Audit Committee will review recommendations contained in business cases developed by, or for, the LGA Office in respect of significant activities or

major projects. The Audit Committee will consider prudential management principles when undertaking a review for the purpose of this clause.

6.3. Internal audit, internal controls, risk management systems and compliance

The Audit Committee will monitor and advise the Board of Directors on:

6.3.1.   any internal audit project or special assignments that may be undertaken from time to time as requested by the Board of Directors or the Chief Executive;

6.3.2.   the LGA's risk management policies and systems;

6.3.3.   internal controls over revenue, expenditure, assets and liability processes;

6.3.4.   the adequacy of internal controls over significant risks, including both financial and non-financial management control systems;

6.3.5.   the efficiency, effectiveness and sustainability of significant LGA programs and activities; and

6.3.6.   compliance with regulations, policies, best practice guidelines, instructions and contractual arrangements.

6.4. Commercial activities and related entities

6.4.1.   The Audit Committee will monitor and advise the Board of Directors on LGA subsidiaries and entities associated with the LGA, including:

(a)   LGCS Pty Ltd (trading as LGA Procurement)

(b)   South Australian Region Organisation of Councils;

(c)   the Greater Adelaide Region Organisation of Councils;

(d)   the Local Government Association Mutual Liability Scheme;

(e)   the Local Government Association Workers Compensation Scheme; and

(f)   the Local Government Research and Development Scheme.

6.4.2.   The Audit Committee will include in its considerations for the purposes of clause 6.4.1:

(a)   service design, market testing and transitioning to new arrangements;

(b)   the effectiveness and value of services offered by the LGA, subsidiaries and associated entities to the Members; and

(c)   the ongoing adequacy of service models and governance arrangements in terms of achieving the local government sector's desired outcomes and creating value for Members.

6.4.3.   The Audit Committee will monitor and advise the Board of Directors on significant activities of the LGA, including activities where the LGA is the conduit for State government funding to Members.

6.5. Other functions

The Audit Committee will:

6.5.1.   determine whether the systems of control in respect of ethical standards and conflicts of interest are adequate;

6.5.2.   address issues brought to the attention of the Audit Committee, including responding to requests for advice within these Terms of Reference from the Board of Directors or the Chief Executive; and

6.5.3.   make recommendations to the Board of Directors on any matter relevant to these Terms of Reference.

7.   Meetings

7.1.   Resolution of the Board of Directors

Requirements under this clause 7 may be altered, supplemented or replaced by resolution of the Board of Directors.

7.2.   Frequency of meetings and venue

7.2.1.   The Audit Committee will:

(a)   meet at least once each quarter at a venue and time determined by the committee and documented in an annual schedule of meetings; and

(b)   consider holding at least 1 joint workshop with the Board of Directors each year.

7.2.2.   Any member of the Audit Committee or the Board of Directors may convene additional meetings of the Audit Committee.

7.2.3.   A meeting of the Audit Committee must be convened in response to a request by the external auditor to meet with the Audit Committee.

7.3.   Chairperson

7.3.1.   The chairperson of the Audit Committee will be an independent member of the committee appointed by the Board.

7.3.2.   If the chairperson of the Audit Committee is absent from a meeting of the Audit Committee then the members attending the Audit Committee meeting will appoint a chairperson for the purposes of that meeting.

7.4.   Meeting procedure

The Audit Committee will determine its own meeting practice, processes and procedures.

7.5.   Attendance

7.5.1.   Meetings of the Audit Committee will be closed to the public.

7.5.2.   The Director member of the Audit Committee may send another Director as a proxy for him or her to any meeting of the Audit Committee.

7.5.3.   The Chief Executive may attend all meetings of the Audit Committee on an ex officio basis, except as provided for in clause 6.1.3 or as otherwise determined by the Audit Committee.

7.5.4.   The Audit Committee may invite any person to attend its meetings.

7.6. Minutes

7.6.1.   Minutes will be kept of all Audit Committee meetings including a record of the actions of the Audit Committee.

7.6.2.   Within 48 hours of an Audit Committee meeting, the chairperson will review and confirm the draft minutes. The draft minutes will then be circulated to the Audit Committee members for comment and if necessary amendment before being certified as correct by the chairperson.

7.7. Quorum

A quorum for an Audit Committee meeting is 2 members, provided that a Director must be present at each Audit Committee meeting.

7.8. Performance assessment

The Audit Committee will assess its performance against these Terms of Reference annually.

7.9. Reporting

7.9.1.   Any matter relevant to the corporate governance, financial management, risk management and process improvement of the LGA considered to be of significance to the corporate governance, strategic direction and leadership of the LGA will be reported by the Audit Committee to the Board as soon as practicable after the Audit Committee has become aware of and considered the matter. The Audit Committee will outline the nature of the matter highlighting any opportunities and risks for the LGA and endeavour to include recommendations in respect of the matter reported to the Board of Directors.

7.9.2.   The Audit Committee will provide an annual report to the Board of Directors by 1 September each year summarising:

(a)   the discharge of the Audit Committee's responsibilities and function under these Terms of Reference;

(b)   the activities of the Audit Committee during the previous year;

(c)   issues referred to the Board of Directors during the previous year and whether or not the issue was resolved or addressed; and

(d)   issues being considered by the Audit Committee which have not been reported to the Board of Directors and the intended actions in respect of those matters.

8.   Access to information

8.1.1.   The Audit Committee is entitled, acting though the Chief Executive, to access any information or discuss matters with staff of the LGA Office.

8.1.2.   A copy of the agenda for an Audit Committee meeting, reports to be considered by the Audit Committee and minutes of Audit Committee meetings certified under clause 7.6.2 will be available to all Directors.

8.1.3.   Subject to confidentiality requirements as determined by the Board of Director or the Audit Committee, a copy of the Audit Committee agenda, reports and minutes certified under clause 7.6.2 will be published on the LGA website for review by Members.

9.   Remuneration and Expenses

The Board of Directors will determine from time to time reasonable remuneration for the members of the Audit Committee. Expenses reasonably incurred in carrying out the role of a member of the Audit Committee will be reimbursed by the LGA.

10.   Indemnity insurance

Independent members of the Audit Committee will be indemnified for civil liability claims by the Local Government Association Mutual Liability Scheme in accordance with the rules applying to that scheme from time to time. These rules are available at [insert link].

1.   Establishment

In accordance with clause 24 of the Local Government Association of South Australia Constitution and Rules (adopted <mark>[insert date]</mark>) (**Constitution**) there are 2 regional organisations of Members: the South Australian Region Organisation of Councils (**SAROC**) and the Greater Adelaide Region Organisation of Councils (**GAROC**).

2.   Terms of Reference

2.1.   These Terms of Reference set out the functions to be discharged by [SAROC/GAROC].

2.2.   The operation of the Terms of Reference may be altered by the Board of Directors either generally or in respect of specific circumstances by resolution. A resolution for the purposes of this clause 2.2 will be reported to the chairperson of [SAROC/GAROC] within 24 hours of the meeting of the Board of Directors at which the resolution was passed.

2.3.   A capitalised term not defined in this document has the meaning provided for the term in the Constitution.

3.   Status

[SAROC/GAROC] is a committee of the LGA and is responsible to the Board of Directors for the discharge of its functions.

4.   SAROC/GAROC

4.1.   Role

The role of [SAROC/GAROC] is regional advocacy, policy initiation and review, leadership, engagement and capacity building in the regions.

4.2.   Membership

4.2.1.   Each Regional Grouping of Members listed in the schedule to these Terms of Reference ([SAROC/GAROC] Regional Grouping] will elect in accordance with clauses 4.3 and 4.4 from the Members of the [SAROC/GAROC] Regional Grouping:

(a)   2 Council Members of Members in the [SAROC/GAROC] Regional Grouping; and

(b)   1 chief executive officer of a Member in the [SAROC/GAROC] Regional Grouping (**Member CEO**),

to [SAROC/GAROC] provided that each person elected is from a different Member.

<mark>4.2.2.   In addition to the members of GAROC elected in accordance with clause 4.2.1, the Lord Mayor of the City of Adelaide or his or her nominee (also being</mark>

<mark>a Council Member of the City of Adelaide) will be a standing member of GAROC.</mark>

4.3. Nominations for election to [SAROC/GAROC]

4.3.1.   The members of [SAROC/GAROC] will be elected biennially.

4.3.2.   In the year in which [SAROC/GAROC] members will be elected, and at least 3 months before the Annual General Meeting, the Chief Executive shall write to all Members of [SAROC/GAROC] Regional Groupings calling for nominations for the membership of [SAROC/GAROC].

4.3.3.   Every Member is entitled to nominate members of [SAROC/GAROC] in respect of the Regional Grouping of Members to which the Member is allocated in the schedule to these Terms of Reference.

4.3.4.   A nomination of a person as a member of [SAROC/GAROC] must be by resolution of the Member received by the Chief Executive not later than 5 pm on the day specified for the closure of nominations (**Close of Nominations**). A nomination must be signed by the candidate indicating his or her willingness to stand for election and be in the form determined by the Chief Executive.

4.4. Election to [SAROC/GAROC]

4.4.1.   The Chief Executive shall be the returning officer for any election of members to [SAROC/GAROC].

4.4.2.   After the Close of Nominations, the Chief Executive will notify Members of each [SAROC/GAROC] Regional Grouping of the candidates for membership of [SAROC/GAROC] nominated by the Regional Grouping of Members.

4.4.3.   If the only nominations received from a Regional Grouping of Members by the Close of Nominations match the membership positions described for either or both of clause 4.2.1(a) and clause 4.2.1(b) then the Chief Executive will declare those persons duly elected to those membership positions.

4.4.4.   If the number of persons nominated by the Close of Nominations by the Regional Grouping of Members exceeds the number of membership positions described in either clause 4.2.1(a) or clause 4.2.1(b) then an election for the purpose of clause 4.2.1(a) or clause 4.2.1(b) or both clause 4.2.1(a) and clause 4.2.1(b) (as relevant) must be held in accordance with this clause.

4.4.5.   In the event of an election being required, the Chief Executive shall conduct the election as follows:

(a)   at least six weeks before the Annual General Meeting, the Chief Executive shall deliver ballot papers to each Member of the Regional Grouping of Members;

(b)   the ballot papers shall:

(i)   list the candidate or candidates for election;

(ii)   specify the day of closure of the election; and

(iii)   be accompanied by an envelope marked "Ballot Paper" and a second envelope marked "Returning Officer";

(c) each Member shall determine by resolution the candidate or candidates (as relevant) it wishes to elect;

(d) the chair of the meeting for that Member shall mark the ballot paper with an "X" next to the candidate or candidates (as relevant) that the Member wishes elected and seal the ballot paper in the envelope marked "Ballot Paper" inside the envelope marked "Returning Officer". Before sealing the second envelope the chair must indicate the Member's name on the inside flap of the envelope. The envelope may then be sealed and delivered to the Returning Officer;

(e) on receipt of the envelopes the Chief Executive must:

(i) open the outer envelope addressed to the "Returning Officer" and record the name of the Member which appears on the inside flap of the envelope on the roll of Member's eligible to vote; and

(ii) place the envelope marked "Ballot Paper" unopened into the ballot box;

(f) the Chief Executive shall nominate the date, time and place for the counting of votes and shall invite each candidate and a person nominated as the candidate's scrutineer to be present;

(g) at the counting of the votes the Chief Executive shall produce unopened envelopes marked "Ballot Paper" and if satisfied that all votes are valid, count the number of votes received by each candidate;

(h) in respect of an election for the purposes of:

(i) clause 4.2.1(a), the 2 candidates with the most votes shall be deemed elected and the Chief Executive shall declare the candidates elected at the Annual General Meeting; and

(ii) clause 4.2.1(b), the candidate with the most votes shall be deemed elected,

and the Chief Executive shall declare the candidates elected at the Annual General Meeting; and

(i) in the case of candidates for membership positions described in either clause 4.2.1(a) or clause 4.2.1(b) receiving the same number of votes, the Chief Executive shall draw lots at the counting of the votes to determine which candidate is elected.

4.4.6. The Chief Executive may, in his or her discretion, appoint a deputy returning officer and delegate any of his or her powers, functions or duties to that person who shall act accordingly.

4.5. Term of office

The term of office for members of [SAROC/GAROC] shall commence after the Annual General Meeting of the year in which the member is elected. Each member of [SAROC/GAROC] will serve for a period of 2 years or until a circumstance causing a casual vacancy as described in clause 4.7.1 occurs.

4.6. Duties

4.6.1. Each member of [SAROC/GAROC] must:

(a) undertake his or her role as a [SAROC/GAROC] member honestly and act with reasonable care and diligence in the performance and discharge of functions and duties;

(b) not make improper use of information acquired by virtue of his or her position as a [SAROC/GAROC] member to gain, directly or indirectly, an advantage for himself or herself or for another person or to cause detriment to the LGA;

(c) not make improper use of his or her position as a [SAROC/GAROC] member to gain, directly or indirectly, an advantage for himself or herself or for another person or to cause detriment to the LGA; and

(d) not act in any matter where the [SAROC/GAROC] member has a conflict of interest (provided that an interest shared in common with all or a substantial proportion of the members of [SAROC/GAROC] will not be an interest giving rise to a conflict of interest).

4.7. Absences and casual vacancies

4.7.1. A leave of absence may be granted to a member of [SAROC/GAROC] by resolution of [SAROC/GAROC]. A replacement member of [SAROC/GAROC] will be appointed for the period of the leave of absence by resolution of the majority of Members comprising the [SAROC/GAROC] Regional Grouping relevant to the person the subject of the leave of absence.

4.7.2. A casual vacancy will occur in the office of a member of [SAROC/GAROC] if the member of [SAROC/GAROC]:

(a) dies;

(b) resigns from [SAROC/GAROC];

(c) is dismissed by resolution of the Board of Directors from [SAROC/GAROC] for Misconduct; or

(d) ceases to be a Council Member or Member CEO (as relevant),

or an administrator is appointed to administer the affairs of the Member for which the member of [SAROC/GAROC] is a Council Member or Member CEO.

4.7.3. If there is a casual vacancy in the membership of [SAROC/GAROC] then the [SAROC/GAROC] Regional Grouping relevant to the [SAROC/GAROC] member the subject of the casual vacancy will appoint by resolution of the majority of Members comprising the [SAROC/GAROC] Regional Grouping another Council Member or Member CEO (as relevant) to serve as a member of [SAROC/GAROC] for the balance of the membership term.

5. Responsibilities

5.1. Board of Directors

5.1.1. The role of the Board of Directors is to oversee corporate governance of the LGA and provide strategic direction and leadership.

5.1.2. The duties of the Board of Directors are to ensure that:

(a) the LGA acts in accordance with applicable laws and this Constitution;

(b) the LGA acts ethically and with integrity, respecting diversity and striving for gender balance participation in all activities;

(c) the activities of the LGA are conducted efficiently and effectively and that the assets of the LGA are properly managed and maintained;

(d) subject to any overriding fiduciary or other duty to maintain confidentiality, the affairs of the LGA are undertaken in an open and transparent manner; and

(e) the LGA performs to its business plan and achieves or betters the financial outcomes projected in its budget.

5.1.3. The Board of Directors may from time to time refer matters to [SAROC/GAROC] for consideration.

5.1.4. The Board of Directors will receive, consider and respond to any report and recommendations provided to the Board of Directors by [SAROC/GAROC].

5.1.5. The Board of Directors will periodically review the performance of [SAROC/GAROC].

5.2. [SAROC/GAROC]

5.2.1. [SAROC/GAROC] will fulfil its functions under these Terms of Reference in a timely, objective and professional manner consistent with the 'LGA Strategic Management Framework'.

5.2.2. [SAROC/GAROC] may, through the Chief Executive and at the LGA's expenses, seek external legal, financial or other advice on matters within its functions or concerning these Terms of Reference.

5.3. Chief Executive

5.3.1. The Chief Executive will make available to [SAROC/GAROC] information of the LGA which is relevant to the functions of [SAROC/GAROC].

5.3.2. The Chief Executive will ensure that administrative support and other resources are made available to [SAROC/GAROC] as included in the [SAROC/GAROC] approved annual business plan and budget to enable [SAROC/GAROC] to discharge its obligations under these Terms of Reference.

5.3.3. Resources made available to [SAROC/GAROC] will include resourcing by the LGA Office or external resources considered appropriate by the Chief Executive acting in consultation with [SAROC/GAROC].

6. Functions of [SAROC/GAROC]

6.1. LGA Object

6.1.1. The object of the LGA is to achieve public value through the promotion and advancement of the interests of local government by:

(a) advocating to achieve greater influence for local government in matters affecting councils and communities;

(b) assisting member councils to build capacity and increase sustainability through integrated and coordinated local government; and

(c) advancing local government through best practice and continuous improvement.

6.1.2. [SAROC/GAROC] will assist in the achievement of the LGA's object by:

(a) supporting the activities of the LGA at a regional level;

(b) promoting communication between Members and between Members and the LGA;

(c) advocating in respect of matters which affect the [SAROC/GAROC] Regional Group;

(d) encouraging engagement of Members within the [SAROC/GAROC] Regional Group with [SAROC/GAROC] and the LGA; and

(e) participating in policy development and implementation.

6.2. Consideration and referral of Member items of business

6.2.1. Any Member of the [SAROC/GAROC] Regional Grouping may raise an item of business for the consideration of the Board of Directors or a General Meeting with [SAROC/GAROC]. The item of business must be clearly described in writing, including an indication as to whether the impact of the item is confined to the Member or has broader implications for the local government sector.

6.2.2. [SAROC/GAROC] will consider each item of business raised with [SAROC/GAROC] by a Member.

6.2.3. A Member may be invited by [SAROC/GAROC] to address a meeting of [SAROC/GAROC] in respect of the proposed item of business.

6.2.4. Where considered appropriate by [SAROC/GAROC] on the basis of the nature, scope and impact or potential impact of the item on the local government sector, [SAROC/GAROC] will refer the item to either the Board of Directors or a General Meeting.

6.2.5. [SAROC/GAROC] will inform the Member which has raised the item of business as to whether or not the item will be referred to the Board of Directors or a General Meeting.

6.2.6. Where an item of business is not referred to the Board of Directors or a General Meeting, [SAROC/GAROC] may provide assistance or guidance to the Member in respect of progressing the matter.

6.3. Proposals for policy development

6.3.1. [SAROC/GAROC] may develop proposals for policy positions for consideration at a General Meeting either in response to an issue raised by a Member within the [SAROC/GAROC] Regional Grouping or independently.

6.3.2. A policy position developed by [SAROC/GAROC] will be referred to the Board of Directors for consideration and determination as to whether or not the position should be put for consideration and adoption to a General Meeting.

6.4. Election to Board of Directors

6.4.1. [SAROC/GAROC] will elect 3 members of [SAROC/GAROC] (each of which must be a Council Member with relevant business and governance experience) to the Board of Directors.

6.4.2. In addition to Directors elected under clause 6.4.1, the chairperson of [SAROC/GAROC] will be a Director.

6.4.3. The term of office as a Director of the 3 persons elected to the Board of Directors by [SAROC/GAROC] and the chairperson of [SAROC/GAROC] will commence after the Annual General Meeting of the year in which the person is elected and shall be for 2 years or until a casual vacancy in that office occurs.

6.4.4. Persons elected under clause 6.4.1 are eligible for re-election for subsequent terms.

6.5. Strategic and annual business planning

6.5.1. [SAROC/GAROC] will develop, in consultation with the members within the [SAROC/GAROC] Regional Group, a 4 year strategic plan for regional advocacy, policy initiation and review, leadership, engagement and capacity building in the [SAROC/GAROC] region. The strategic plan will be reviewed and updated annually by [SAROC/GAROC] by [insert date] each year.

6.5.2. [SAROC/GAROC] will develop, in consultation with the members within the [SAROC/GAROC] Regional Group, an annual business plan for the next financial year by [insert date] each year.

6.5.3. The strategic plan and annual business plan for the next financial year will be presented to the Board of Directors for approval by [insert date] each year.

6.6. Other functions

[SAROC/GAROC] will undertake any other functions:

6.6.1. of [SAROC/GAROC] set out in the Constitution; or

6.6.2. delegated by the Board of Directors to [SAROC/GAROC].

7. Budget

7.1.1. [SAROC/GAROC] will by [date] each year develop and adopt a budget to cover anticipated expenses of activities under the strategic plan and annual business plan during the next financial year. After adoption by [SAROC/GAROC], the budget will be provided to the Board of Directors for consideration and approval.

7.1.2. [SAROC/GAROC] will provide a financial report to the Board of Directors no later than [insert date] providing a true and correct record of the expenditure of [SAROC/GAROC] against the annual budget.

7.1.3. The chairperson of [SAROC/GAROC] will meet with the Audit Committee of the LGA or the LGA's external auditor on request to discuss the [SAROC/GAROC] financial report.

8. Committees

[SAROC/GAROC] may establish committees consisting of any person with relevant experience, skill or expertise for any purpose and determine the terms of reference for such committees.

9. Meetings of SAROC/GAROC

9.1. Resolution of the Board of Directors

Requirements under this clause 9 may be altered, supplemented or replaced by resolution of the Board of Directors.

9.2. Frequency of meetings and venue

9.2.1. [SAROC/GAROC] will meet at least once in each 2 month period at such times and places as shall be determined by the Chief Executive.

9.2.2. Any member of [SAROC/GAROC] or the Board of Directors may convene additional meetings of [SAROC/GAROC].

9.2.3. Notice of a meeting of [SAROC/GAROC] will be provided in writing to members of [SAROC/GAROC] by the Chief Executive no less than 7 days prior to the meeting providing the date, time and place of the meeting and the proposed business to be conducted at the meeting.

9.3. Chairperson

9.3.1. The chairperson of [SAROC/GAROC] will be a Council Member appointed by [SAROC/GAROC].

9.3.2. The chairperson will be the official spokesperson for [SAROC/GAROC].

9.3.3. If the chairperson of [SAROC/GAROC] is absent from a meeting of [SAROC/GAROC] then the members attending the [SAROC/GAROC] meeting will appoint a chairperson for the purposes of that meeting.

9.4. Decision making

9.4.1. All questions arising at a meeting of [SAROC/GAROC] shall be decided by a simple majority vote of the members of [SAROC/GAROC] present and voting on each question.

9.4.2. The Chair of the meeting has a deliberative vote and, if there are equal numbers of votes on any question, a casting vote.

9.5. Meeting procedure

The meeting procedures determined by the Board of Directors from time to time will apply to meetings of [SAROC/GAROC].

9.6. Attendance

9.6.1. Meetings of [SAROC/GAROC] will be closed to the public.

9.6.2. [SAROC/GAROC] may invite any person to attend its meetings.

9.7. Minutes

9.7.1. Minutes will be kept of all [SAROC/GAROC] meetings including a record of the actions of [SAROC/GAROC].

9.7.2. Within 48 hours of a [SAROC/GAROC] meeting, the chairperson will review and confirm the draft minutes. The draft minutes will then be circulated to [SAROC/GAROC] members for comment and if necessary amendment before being certified as correct by the chairperson.

9.8. Quorum

The quorum for a meeting [SAROC/GAROC] is one half of the members of [SAROC/GAROC], plus 1 member of [SAROC/GAROC] (provided that at least 1 member elected by each [SAROC/GAROC] Regional Grouping must be present except for a [SAROC/GAROC] Regional Grouping with no representation on [SAROC/GAROC]).

9.9. Performance assessment

[SAROC/GAROC] will assess its performance against:

9.9.1. the strategic plan and annual business plan each quarter; and

9.9.2. these Terms of Reference annually.

9.10. Reporting

9.10.1. A Director elected by [SAROC/GAROC] will provide a verbal report to the Board of Directors on key matters being considered by [SAROC/GAROC] at each Board or Director's meeting at which the minutes of [SAROC/GAROC] are to be considered by the Board of Directors.

9.10.2. Any matter relevant to regional advocacy, policy initiation and review, leadership, engagement and capacity building in the regions considered to be of significance to the corporate governance, strategic direction and leadership of the LGA will be reported by [SAROC/GAROC] to the Board as soon as practicable after [SAROC/GAROC] has considered the matter.

9.10.3. [SAROC/GAROC] will provide an annual report to the Board of Directors by September each year summarising:

(a) the discharge of [SAROC/GAROC]'s responsibilities and functions under these Terms of Reference and against the strategic plan and annual business plan;

(b) the activities of [SAROC/GAROC] during the financial year;

(c) items of business referred to the Board of Directors or a General Meeting during the financial year; and

      (d)   items being considered by [SAROC/GAROC] which have not been reported to the Board of Directors and the intended actions in respect of those matters.

10. Access to information

10.1.1. [SAROC/GAROC] is entitled, acting though the Chief Executive, to access any information or discuss matters with staff of the LGA Office.

10.1.2. A copy of the agenda for a [SAROC/GAROC] meeting, reports to be considered by [SAROC/GAROC] and minutes of [SAROC/GAROC] meetings certified under clause 9.7.2 will be available to all Directors.

10.1.3. Subject to confidentiality requirements as determined by the Board of Directors or [SAROC/GAROC], a copy of the [SAROC/GAROC] agenda, reports and minutes certified under clause 9.7.2 will be published on the LGA website for review by Members.

11. Administration

11.1. Subject to clause 11.2, an administrator appointed to administer the affairs of the Member may exercise the rights and satisfy the obligations of the administered Member under these Terms of Reference.

11.2. An administrator is ineligible to be a member [SAROC/GAROC].

Schedule: List of Regional Groupings of Members

[SAROC/GAROC] Regional Grouping	Members
[insert name of Regional Grouping]	[insert Members]

Local Government Association of South Australia

Membership Proposition

1. Membership Proposition

1.1. The Local Government Association of South Australia (**LGA**) is constituted as a public authority under the *Local Government Act 1999* for the purpose of promoting and advancing the interests of local government.

1.2. The object of the LGA is to achieve public value through the promotion and advancement of the interests of local government by:

    1.2.1. advocating to achieve greater influence for local government in matters affecting councils and communities;

    1.2.2. assisting Members to build capacity and increase sustainability through integrated and coordinated local government; and

    1.2.3. advancing local government through best practice and continuous improvement.

1.3. The LGA is a member-based organisation which fulfils its object through the active participation of its Members.

1.4. As contemplated by the *Local Government Association of South Australia Constitution and Rules* (adopted [insert date]) (**Constitution**) the Board of Directors of the LGA has resolved to adopt this document (**Membership Proposition**) to provide for the relationship between the LGA and its Members.

1.5. The operation of the Membership Proposition may be altered by the Board of Directors either generally or in respect of specific circumstances by resolution. A resolution for the purposes of this clause 1.5 will only take effect following the resolution being reported by the Board of Directors.

1.6. A capitalised term not defined in this document has the meaning provided for the term in the Constitution.

1.7. To the extent of any inconsistency between the Constitution and this Membership Proposition, the Constitution will prevail.

2. Membership applications

2.1. Entitlement to Membership

    2.1.1. Each Council and Community Council which applies in writing to the LGA will be granted membership of the LGA (**Membership**) provided that the terms set out in this clause 2 are satisfied.

    2.1.2. The Board of Directors may accept an application for Membership from an applicant who does not satisfy the criteria set out in clause 2.2.3 or 2.2.4.

2.2. Criteria for Membership

    2.2.1. The applicant must either be:

        (a) a Council constituted under the Local Government Act (including a Council in administration under section 273 of that Act); or

(b) the governing entity for any of:

(i) the Anangu Pitjantjatjara Community;

(ii) the Maralinga Tjarutja Community;

(iii) the Yalata Community;

(iv) the Nepabunna Community;

(v) the Gerard Community; and

(vi) the Outback Communities Authority.

2.2.2. The applicant must have passed a resolution to comply with the Constitution.

2.2.3. The applicant must not be in default of an obligation to pay Fees to the LGA.

2.2.4. [any other criteria].

2.3. Grounds for rejecting an application

Subject to clause 2.1.2, the Board of Directors must reject an application from an applicant which does not satisfy the criteria in clause 2.2.

3. Membership term

Membership is for a period of 12 months commencing on 1 July.

4. Membership benefits

4.1. Members will be a part of a unified and single voice for the discussion and resolution of issues facing the local government sector and its communities.

4.2. The LGA will provide:

4.2.1. advocacy and representation for Members with other spheres of government, the community and stakeholders;

4.2.2. frontline support and assistance to Members; and

4.2.3. specialist and commercial services for Members.

4.3. Members are able to:

4.3.1. contribute to the development of policy positions and strategy with regard to issues which affect the local government sector and, thereby inform the advocacy undertaken by the LGA on behalf of the sector;

4.3.2. obtain the assistance of the LGA to build capacity and increase sustainability, including by coordination and knowledge sharing among Members facilitated by the LGA;

4.3.3. access services provided by the LGA;

4.3.4. be supported by the LGA to achieve best practice and a culture of continuous improvement through training programs and governance guidance developed and disseminated by the LGA; and

4.3.5. contribute to, and receive the benefit of, LGA activities and initiatives for key focus areas aligned to community needs.

4.4. Each year the LGA will publish:

4.4.1. a 'Value Proposition' which will outline and value the specific membership benefits provided to Members in the preceding financial year. The Value Proposition will be annexed to this Membership Proposition will be replaced each time the Value Proposition is updated; and

4.4.2. a pricing methodology for the services provided by the LGA to its Members.

5. Membership rights

5.1. Rights under the Constitution

Members have the rights provided under the Constitution to:

5.1.1. nominate candidates for, and elect, the LGA President;

5.1.2. participate in elections for members of the South Australian Region Organisation of Councils (**SAROC**) or the Greater Adelaide Region Organisation of Council (**GAROC**) (as relevant to the Member);

5.1.3. participate in General Meetings;

5.1.4. call a Special General Meeting in the circumstances provided in the Constitution; and

5.1.5. access the activities of SAROC and GAROC including to propose to SAROC or GAROC (as relevant) an item of business for:

(a) an Annual General Meeting; or

(b) a meeting of the Board of Directors.

5.2. Participation in the development of policy and strategy

Members are able to participate in the development of policy and strategy on issues relevant to the local government sector by:

5.2.1. raising a matter for consideration by SAROC or GAROC (as relevant);

5.2.2. proposing to SAROC or GAROC (as relevant) an item of business for consideration at an Annual General Meeting or by the Board of Directors; and

5.2.3. contributing to forums, consultations, discussion papers and other strategies being implemented by the LGA.

5.3. Access to services

Members are able to access LGA services either for free or on a subsidised fee-for-service basis or through group purchasing arrangements.

5.4. Access to information

Each Member is entitled to access approved minutes of General Meetings, the Board of Directors and committees of the LGA.

6. Membership obligations

6.1. Conduct

6.1.1. A Member must comply with the Constitution.

6.1.2. A Member must provide to the LGA such information and support as the LGA reasonably requests to carry out the object of the LGA.

6.1.3.   A Member will assist its council members and staff adopt leadership standards which will contribute to the strength of the local government sector.

6.1.4.   [any other conduct obligations].

6.2. Fees

6.2.1.   A Member must pay Fees owing to the LGA by the due date for payment (or such later date as may be determined by the Board of Directors).

6.2.2.   Where the Membership of a Member commences after 1 July in any year:

(a)   that Member is liable for annual subscription and any annual special purpose levy the period from the date on which the Membership commences to the next occurring 30 June on a *per diem* basis calculated from the first day of the month following the month in which their Membership commences; and

(b)   payment of the annual subscription and any annual special purpose levy is due 1 calendar month after the date on which the Membership commences.

7. Revocation of Membership by automatic revocation

Membership of the LGA will be automatically revoked for a Member who fails to pay an annual subscription or special purpose levy to the LGA by the due date for payment (or such later date as may be determined by the Board of Directors).

7.2. Revocation of Membership by Board of Directors

7.2.1.   The Board of Directors may revoke the Membership of any Member, if the Member:

7.2.2.   fails to comply with an obligation under the Constitution or this Membership Proposition;

7.2.3.   in the reasonable opinion of the Board of Directors, the Member has brought the local government sector or the LGA into disrepute.

7.3. Consequences of revocation

7.3.1.   Following a revocation of a Membership, the former Member:

(a)   will have no rights under the Constitution (other than the right to apply for Membership under clause 8.1 of the Constitution); and

(b)   has no entitlement to the services provided by the LGA to its Members.

7.3.2.   Revocation of a Membership does not:

(a)   relieve the former Member from any obligation to pay Fees to the LGA which accrued prior to the date of revocation; or

(b)   entitle the former Member to a refund of any Fee previously paid to the LGA.

8. Resignation of a Member by notice

8.1.1. A Member may resign its Membership by providing written notice to the Board of Directors.

8.1.2. The resignation of a Member will take effect 6 months from the date on which the notice of resignation is received by the Board of Directors or such later date as is specified in the notice, unless an earlier date is determined by the Board of Directors in consultation with the resigning Member.

8.2. Financial obligations

8.2.1. Any Member who resigns its Membership during a financial year:

(a) remains liable to pay:

(b) the full annual subscription and any annual special purpose levy for the financial year in which the resignation takes effect; and

(c) any service charges payable for a service provided by the LGA up until the date on which the service ceases.

8.2.2. is not entitled to refund of any Fee previously paid to the LGA.

Local Government Association of South Australia

Meeting Procedures

1. Meeting Procedures

1.1. As contemplated by the *Local Government Association of South Australia Constitution and Rules* (adopted [insert date]) (**Constitution**) the Board of Directors of the LGA has resolved to adopt the meeting procedures set out in this document (**Meeting Procedures**) to regulate the mode and conduct of proceedings at any General Meeting, and meetings of the Board of Directors, SAROC or GAROC and LGA committees (**Meetings**).

1.2. These Meeting Procedures may be altered by the Board of Directors either generally or in respect of specific circumstances by resolution. A resolution for the purposes of this clause 1.2 will not take effect until the resolution has been published in an LGA Circular.

1.3. A capitalised term not defined in this document has the meaning provided for the term in the Constitution.

1.4. These Meeting Procedures are ancillary to the Constitution. To the extent of any inconsistency between the Constitution and these procedures, the Constitution will prevail.

1.5. To extent matters are not dealt with by the Meeting Procedures, *Joske's Law and Procedure and Meetings in Australia* will be the source of procedural rules.

2. Procedures applicable to all Meetings

2.1. Guiding principles for Meeting procedures

2.1.1. Where there is a discretion with respect to the meeting procedures to be adopted at a Meeting the guiding principles in this clause should be applied.

2.1.2. Meeting procedures should:

(a) be fair and contribute to open, transparent and informed decision-making;

(b) encourage appropriate participation by persons present at the Meeting;

(c) reflect levels of formality appropriate to the nature and scope of the responsibilities exercised at the Meeting; and

(d) be sufficiently certain to give Members and other key stakeholders confidence in the deliberation undertaken at the Meeting.

2.2. Meeting commencement

2.2.1. A Meeting must commence at the appointed time for the Meeting unless a quorum is not present at this time (in which case the Meeting will, subject to clause 2.2.2, commence once a quorum is in attendance).

2.2.2. If no quorum is present at a Meeting within 30 minutes after the time appointed for a Meeting, the chair may adjourn the Meeting to a determined

date, time and place, provided that the date is no earlier than 7 days after the adjourned Meeting (or in the case of a General Meeting convened to consider a special resolution no earlier than 30 days after the notice of the adjourned Meeting is provided to Members).

2.3. Meeting adjournment

2.3.1.   Persons attending a Meeting who are entitled to vote at that Meeting may determine by majority to adjourn the Meeting to a specified place, date and time.

2.3.2.   Notice of the adjourned Meeting will be provided to all persons entitled to attend the Meeting.

2.4. Meeting cancellation

2.4.1.   A Meeting may be cancelled by the chair if the number of apologies in advance of the date of the Meeting indicates that a quorum will not be present.

2.4.2.   Persons entitled to attend the Meeting will be notified of the place, date and time of the rescheduled meeting in accordance with the notice period applying to that Meeting.

2.5. Confidential matters

2.5.1.   Where the nature of a matter requires the matter to remain confidential, the matter will be marked 'Confidential' in agendas, reports and other papers (**Meeting Papers**) dealing with the matter by the Chief Executive prior to distribution to Meeting participants.

2.5.2.   The Meeting will consider the nature of any matter marked 'Confidential' in accordance with clause 2.5.1 and will determine whether or not to pass a resolution that the matter be treated confidentially.

2.5.3.   The guiding principle contained in clause 2.1.2(a) and circumstances listed in section 90(3) of the *Local Government Act 1999* must be considered for the purpose of determining the confidentiality of a matter under clause 2.5.1 and 2.5.2, however other circumstances may also be taken into account.

2.5.4.   Where a resolution is passed for the purposes of clause 2.5.2 requiring that a matter be treated confidentially, the chair of the Meeting may exclude all persons not entitled to participate in the Meeting. The chair may determine that specific persons not entitled to participate in the Meeting may remain at the Meeting, even though a confidential matter is to be discussed.

2.5.5.   The confidentially of matters must be preserved by all persons having access to the Meeting Papers. This requirement is not intended to prevent discussion within the LGA Office which occurs in order to progress or address confidential matters in the manner determined by the Meeting at which the confidential matters were considered.

2.5.6.   A person receiving a Meeting Paper marked 'Confidential' must not provide that paper to any other person or discuss or disseminate information

contained in that paper, unless the Meeting has resolved that the matter not be treated confidentially.

3. Use of technology

A Meeting may occur from two or more venues through the use of technology provided that the persons entitled to attend the Meeting have a reasonable opportunity to participate in the meeting.

4. Minutes

4.1. Obligation to take and maintain minutes

4.1.1. Minutes will be taken of all proceedings and actions arising from a Meeting. Minutes will be provided to the LGA for inclusion in the minute books within 5 days of the Meeting to which the minutes relate.

4.1.2. Minute books will be kept by the LGA at its principal office either in hardcopy or electronic form.

5. Procedures applicable to General Meetings

5.1. Items of business

5.1.1. Any Member may propose an item of business for the Annual General Meeting to SAROC, GAROC or the Board of Directors.

5.1.2. Only SAROC, GAROC or the Board of Directors may determine to place an item of business on the agenda for a General Meeting.

5.2. Motions

5.2.1. Where an item of business has been put on the agenda of a General Meeting under clause 5.1.2, the Member which raised the item of business with SAROC, GAROC or the Board of Directors may put a motion with respect to the item of business.

5.2.2. A motion will lapse if it is not seconded at the appropriate time.

5.2.3. A Member moving or seconding a motion will speak once to the motion at the time of moving or seconding the motion, excepting that a Member may provide an explanation of a material part of his or her speech later in a debate on the motion.

5.2.4. A Member may propose an amendment to a motion before a General Meeting, provided that, subject to clause 5.2.7, only 2 amendments to the motion may be proposed.

5.2.5. An amendment will lapse if it is not seconded at the appropriate time.

5.2.6. A person proposing an amendment may speak to the amendment and, if he or she does so, will be taken to have spoken on the motion to which the amendment has been proposed.

5.2.7. The mover of a motion or amendment may, with the consent of the seconder, request leave of the General Meeting to vary, alter or withdraw a motion or amendment.

5.2.8.   Each resolution considered at a General Meeting will be decided by the majority value of the votes of the Delegates present at the Meeting and voting on the resolution.

5.3.   Questions on notice

5.4.   Addresses by Members

5.4.1.   A Member must not speak for more than 5 minutes without the leave of the General Meeting.

5.4.2.   A Member may, with the leave of the General Meeting, raise a matter of urgency.

5.5.   Manner of voting

5.5.1.   The Chief Executive will read out a motion before a vote is taken.

5.5.2.   Voting will occur electronically.

5.5.3.   Each Delegate must cast a vote on each motion put to the Meeting.

5.6.   Suspension of Meeting Procedures

5.6.1.   The chair of the General Meeting may suspend the operation of some or all of these Meeting Procedures for a period of time to facilitate informal discussions, with the approval of the General Meeting.

5.6.2.   The chair or the majority of the Meeting may determine that the period of suspension should end.

5.7.   Points of order

5.7.1.   The chair of the General Meeting may call to order a Member who is in breach of these Meeting Procedures.

5.7.2.   A Member may bring to the attention of the chair an alleged breach of these Meeting procedures.

5.7.3.   A point of order takes precedence over all other business until the point of order had been determined.

5.7.4.   The chair of the General Meeting will rule on the point of order. However, a motion may be put to the General Meeting that the chair's ruling not stand. The chair may make a statement regarding the ruling prior to the motion being put.

5.8.   Interruptions

5.8.1.   A Member must not act in an improper or disorderly manner at any General Meeting.

5.8.2.   A Member must not interrupt another Member who is speaking, except to object to the words used by the speaking Member or to raise a point of order.

5.8.3.   Where a Member is alleged to have contravened clause 5.8.2:

(a) that Member must be allowed to make a personal explanation before leaving the General Meeting while the matter is considered by the Meeting; and

(b) the General Meeting must consider whether a contravention of clause 5.8.2 has occurred and, if so, whether the Member should be suspended for a part or the remainder of the Meeting.

5.8.4.   A personal explanation of a Member may not be debated.

6. Procedures applicable to Meetings of the Board of Directors

6.1. Oath of elected office

6.1.1.   At the first Board of Directors Meeting to be attended by a Director, the Director will provide the oath of office, declaring that the Director will, to the best of his or her ability:

(a) undertake their Board role conscientiously and in accordance with the Constitution and Rules of the LGA;

(b) consider the interests of the LGA and the Councils the LGA represents;

(c) ensure they are informed of the views and interests of Councils;

(d) actively contribute to the Board; and

(e) support the decisions and actions of the Board.

6.1.2.   A failure to provide the oath of office does not remove the person from the Board.

7. Provisions applicable to Meetings of SAROC/GAROC

8. Provisions applicable to LGA committees

Local Government Association of South Australia

CEO Advisory Group Terms of Reference

<mark>[insert date of adoption]</mark>

1. Establishment

In accordance with clause 29.3 of the *Local Government Association of South Australia Constitution and Rules* (adopted <mark>[insert date]</mark>) (**Constitution**) the Board of Directors of the Local Government Association of South Australia (**LGA**) has resolved to establish a CEO Advisory Group.

2. Terms of Reference

2.1. These Terms of Reference set out the functions to be discharged by the CEO Advisory Group.

2.2. The operation of the Terms of Reference may be altered by the Board of Directors either generally or in respect of specific circumstances by resolution. A resolution for the purposes of this clause 2.2 will be reported to the chairperson of CEO Advisory Group within 24 hours of the meeting of the Board of Directors at which the resolution was passed.

2.3. A capitalised term not defined in this document has the meaning provided for the term in the Constitution.

3. Status

The CEO Advisory Group is a committee of the LGA and is responsible to the Board of Directors for the discharge of its functions.

4. Membership

4.1. The CEO Advisory Group is comprised of:

4.1.1. 4 chief executive officers of Members within SAROC Regional Groupings of Member; and

4.1.2. 4 chief executive officers of Members within GAROC Regional Groupings of Member,

appointed by the Board of Directors for a term of [insert time period].

4.2. Each member of the CEO Advisory Group must:

4.2.1. undertake his or her role as a committee member honestly and act with reasonable care and diligence in the performance and discharge of functions and duties;

4.2.2. not make improper use of information acquired by virtue of his or her position as a committee member to gain, directly or indirectly, an advantage for himself or herself or for another person or to cause detriment to the LGA;

4.2.3. not make improper use of his or her position as a committee member to gain, directly or indirectly, an advantage for himself or herself or for another person or to cause detriment to the LGA; and

4.2.4.   not act in any matter where the committee member has a conflict of interest (provided that an interest shared in common with all or a substantial proportion of the members of the CEO Advisory Group will not be an interest giving rise to a conflict of interest).

4.3.   A member of the CEO Advisory Group may be removed from the CEO Advisory Group by the Board of Directors. The Board of Directors will provide a member with an opportunity to address the Board of Directors on his or her proposed removal from the CEO Advisory Group prior to the Board of Directors resolving to remove the member from the CEO Advisory Group.

5.   Responsibilities

5.1.   Board of Directors

5.1.1.   The role of the Board of Directors is to oversee corporate governance of the LGA and provide strategic direction and leadership.

5.1.2.   The duties of the Board of Directors include ensuring that:

(a)   the LGA acts in accordance with applicable laws and this Constitution;

(b)   the activities of the LGA are conducted efficiently and effectively and that the assets of the LGA are properly managed and maintained;

(c)   subject to any overriding fiduciary or other duty to maintain confidentiality, the affairs of the LGA are undertaken in an open and transparent manner; and

(d)   the LGA performs to its business plan and achieves or betters the financial outcomes projected in its budget.

5.1.3.   Consistent with this role and these duties the Board of Directors has appointed the CEO Advisory Group to provide advice and input to LGA on matters within the group's functions.

5.1.4.   The Board of Directors may from time to time refer matters to the CEO Advisory Group for consideration.

5.1.5.   The Board of Directors will receive, consider and respond to any report and recommendations provided to the Board of Directors by the CEO Advisory Group.

5.1.6.   The Board of Directors will periodically review the performance of the CEO Advisory Group.

5.2.   CEO Advisory Group

5.2.1.   The primary responsibility of the CEO Advisory Group is to advise the Board of Directors on the design and delivery of policy and services to members.

5.2.2.   The CEO Advisory Group may, through the Chief Executive and at the LGA's expenses, seek external legal, financial or other advice on matters within its functions or concerning these Terms of Reference.

5.2.3.   The CEO Advisory Group will fulfil its functions under these Terms of Reference in a timely, objective and professional manner.

5.3. Chief Executive

5.3.1.   The Chief Executive will make available to the CEO Advisory Group information of the LGA which is relevant to the functions of the CEO Advisory Group.

5.3.2.   The Chief Executive will ensure that administrative support and other resources are made available to the CEO Advisory Group to enable the committee to discharge its obligations under these Terms of Reference.

5.3.3.   Resources made available to the CEO Advisory Group will include resourcing by the LGA Office or external resources considered appropriate by the Chief Executive acting in consultation with the CEO Advisory Group.

6.   Function of the CEO Advisory Group

6.1.   The CEO Advisory Group will provide advice to the LGA Board on the design and delivery of policy and services to members. Key considerations for the CEO Advisory Group will be:

6.1.1.   assessing the value and validity of the services offered by the LGA to its Members;

6.1.2.   considering proposals for the further development of existing or new services by the LGA; and

6.1.3.   the effectiveness of operational policies adopted by the LGA in connection with Member services.

6.2.   The CEO Advisory Group will as necessary to its functions:

6.2.1.   liaise with staff of the LGA Office and subsidiaries of the LGA providing commercial services;

6.2.2.   liaise with other committees of the LGA;

6.2.3.   consider the 'Value Proposition' offered by the LGA to its Members; and

6.2.4.   consider any Member feedback received by the LGA.

7.   Meetings

7.1.   Resolution of the Board of Directors

Requirements under this clause 7 may be altered, supplemented or replaced by resolution of the Board of Directors.

7.2.   Frequency of meetings and venue

7.2.1.   The CEO Advisory Group will:

(a)   meet at least once each quarter at a venue and time determined by the committee and documented in an annual schedule of meetings; and

(b)   consider holding at least 1 joint workshop with the Board of Directors each year.

7.2.2.   Any member of the CEO Advisory Group or the Board of Directors may convene additional meetings of the CEO Advisory Group.

7.3. Chairperson

7.3.1. The chairperson of the CEO Advisory Group will be selected by the CEO Advisory Group.

7.3.2. If the chairperson of the CEO Advisory Group is absent from a meeting of the CEO Advisory Group then the members attending the CEO Advisory Group meeting will appoint a chairperson for the purposes of that meeting.

7.4. Meeting procedure

The CEO Advisory Group will determine its own meeting practices, processes and procedures.

7.5. Attendance

7.5.1. Meetings of the CEO Advisory Group will be closed to the public.

7.5.2. The CEO Advisory Group may invite any person to attend its meetings.

7.6. Minutes

7.6.1. Minutes will be kept of all CEO Advisory Group meetings including a record of the actions of the CEO Advisory Group.

7.6.2. Within 48 hours of a CEO Advisory Group meeting, the chairperson will review and confirm the draft minutes. The draft minutes will then be circulated to the CEO Advisory Group members for comment and if necessary amendment before being certified as correct by the chairperson.

7.7. Quorum

A quorum for a CEO Advisory Group meeting is 5 members.

7.8. Reporting

7.8.1. The CEO Advisory group will provide a written report to the Board of Directors after each CEO Advisory Group meeting providing an update on any matters being considered by the group.

7.8.2. The CEO Advisory Group will provide an annual report to the Board of Directors by 1 September each year summarising:

(a) the discharge of the CEO Advisory Group's responsibilities and function under these Terms of Reference;

(b) the activities of the CEO Advisory Group during the previous financial year;

(c) the issues referred to the Board of Directors during the previous financial year and whether or not each issue was resolved or addressed; and

(d) issues being considered by the CEO Advisory Group which have not been reported to the Board of Directors and the intended actions in respect of those matters.

7.9. Access to information

7.9.1.   The CEO Advisory Group is entitled, acting though the Chief Executive, to access any information or discuss matters with staff of the LGA Office.

7.9.2.   A copy of the agenda for a CEO Advisory Group meeting, reports to be considered by the CEO Advisory Group and minutes of CEO Advisory Group meetings certified under clause 7.6.2 will be available to all Directors.

7.9.3.   Subject to confidentiality requirements as determined by the Board of Director or the CEO Advisory Group, a copy of the CEO Advisory Group agenda, reports and minutes certified under clause 7.6.2 will be published on the LGA website for review by Members.

![Local Government Association of South Australia logo]

28 February 2018

Mr Justin Lynch
Chief Executive Officer
City of Holdfast Bay
PO Box 19
BRIGHTON SA 5048
Emailed: jlynch@holdfast.sa.gov.au

Dear Mr Lynch

South Australian Public Health Council

At its meeting on 25 January 2018 the LGA Board resolved to submit a panel of five nominees listed below (in alphabetical order) from which one representative and one deputy to be appointed by the Minister to the South Australian Public Health Council.

- Mr Adam Filipi   City of Charles Sturt
- Cr Susan Lonie   City of Holdfast Bay
- Mr Gary Mavrinac   The Barossa Council
- Ms Penny Worland   City of Adelaide
- Cr Helen Wright   City of Port Adelaide Enfield

Thank you for your Council's nomination. Would you please formally notify Cr Lonie of the Board's decision.

We will advise you of the final appointment once we have been notified by the Minister's office. In the meantime if you have any queries in relation to this matter please contact Public Health Program Manager, Danny Broderick on 8224 2067 or email danny.broderick@lga.sa.gov.au.

Yours sincerely

Lea Bacon
Director Policy
Telephone: (08) 8224 2025
Email: lea.bacon@lga.sa.gov.au

City of Holdfast Bay   Council Report No: 69/18

Item No:	**14.2**
Subject:	**APPLICATION FOR LANDOWNER'S CONSENT - BRIGHTON SURF LIFESAVING CLUB OBSERVATION TOWER**
Date:	13 March 2018
Written By:	Team Leader, Leasing and Commercial Operations
General Manager:	City Assets and Services, Mr S Hodge

SUMMARY

On Tuesday 10 October 2018 Council reviewed a report which outlined a number of community projects that were proposed under the State Government's 'Fund My Neighbourhood' grant program.

At this meeting Council endorsed these projects giving landowner's consent 'in principle' to satisfy the grant application requirements. This consent was given on the proviso that formal consent and/or Development Approval (if required) was obtained at a later date.

The Brighton Surf Lifesaving Club has since been notified that their application to construct an observation tower on the beach adjacent to the club has been successful. Now the club seeks formal Landowner's Consent so that Development Application 110/00113/18 may proceed.

It should be noted that full engineering specifications and comment from the Coastal Protection Boards will be sought as part of the Development Application.

RECOMMENDATION

1.   **That Council give Landowner's consent so that Development Application 110/00113/18 can proceed.**

2.   **That subject to the final approval of Development Application 110/00113/18, Council enter into a new 'Encroachment Permit' to the Brighton Surf Lifesaving Club Incorporated authorising them to construct the Observation Tower on Community land.**

3.   **That the Mayor and Chief Executive Officer be authorised to execute and seal any documents required to give effect to this permit.**

COMMUNITY PLAN

Placemaking: Creating lively and safe places

COUNCIL POLICY

Encroachments Policy (2017).

STATUTORY PROVISIONS

Local Government Act 1999 [s 202 and 221].

BACKGROUND

Previous Relevant Reports

•   Development Application 110/00113/18, *'Application to construct an observation tower over council land*;

•   Council Report (No.: 336/17; Item No.: 14.7), *'Fund My Neighbourhood – Projects',* 10 October 2018 (Resolution No.: C101017/930);

REPORT

On Tuesday 10 October 2018 Council reviewed and supported a number of community projects that were proposed under the State Government's 'Fund My Neighbourhood' grant program. One such proposal was the Brighton Surf Lifesaving Club's application to construct an observation tower on Brighton beach adjacent to the clubhouse.

A schematic and site plan is attached for members' reference.

Refer Attachment 1

The Brighton Surf Lifesaving Club's application has been successful and now seek formal Landowner's Consent so that Development Application 110/00113/18 may proceed.

Following the final approval of Development Application 110/0013/18, Administration will issue a new encroachment permit (pursuant to s 202 and 221 of the *Local Government Act 1999*) so that the Brighton Surf Lifesaving Club may occupy the associated portion of community land.

BUDGET

An annual budget allocation is provided to Council's City Assets and Services Department for the review and implementation of property leases. This budget includes the engagement of legal advice and services when and where necessary.
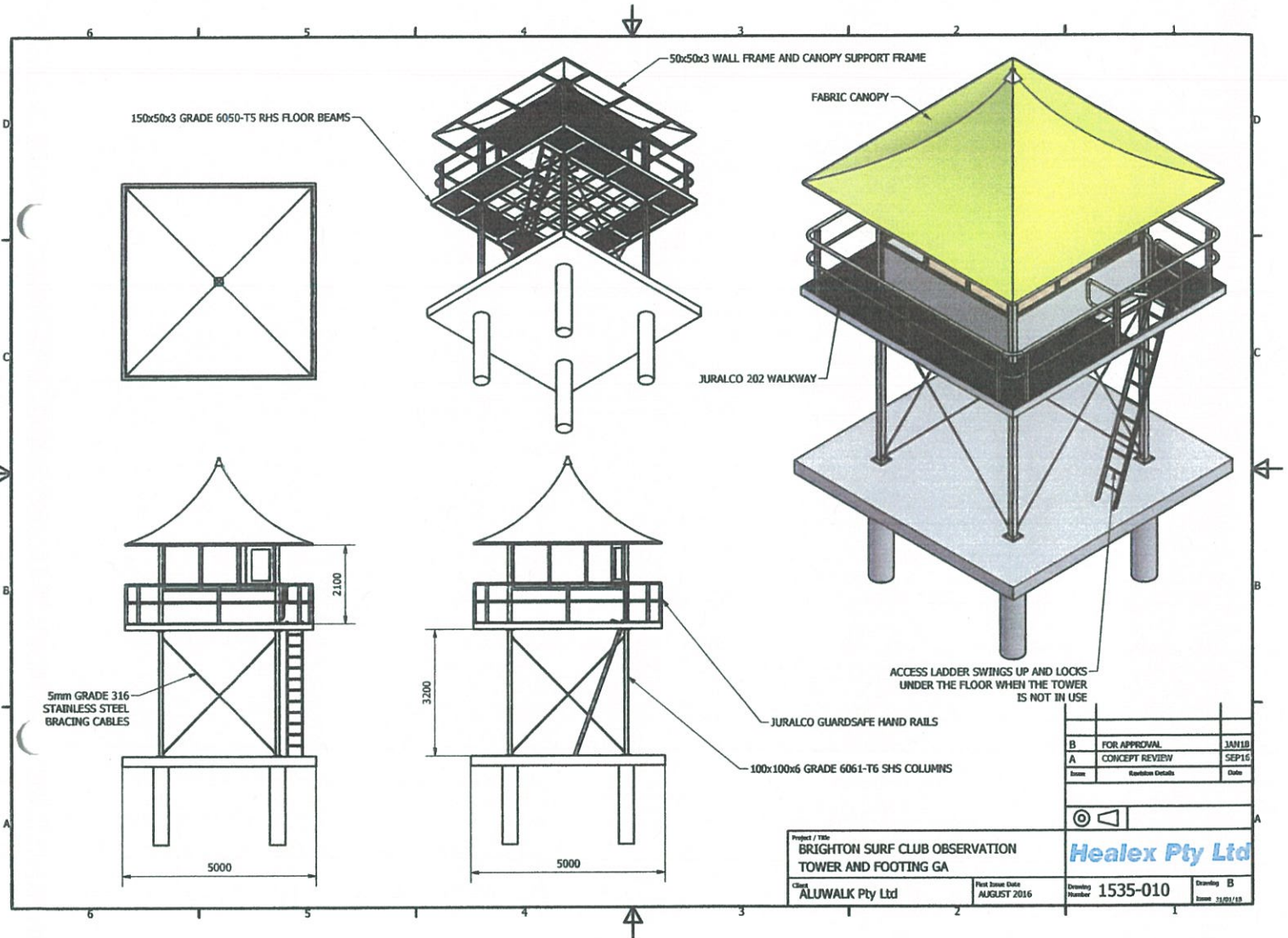
LIFE CYCLE COSTS

As the observation tower will be the responsibility of the Brighton Surf Lifesaving Club, no further long-term costs will be incurred by Council as part of this application.

Proposed Surf Club
Observation Tower
Location 3.6M clear
of Board Walk

Sand Pump
Pipe Outlet

Road Storm
Drain Outlet

Healex Project 1535 sheet 2

50x50x3 WALL FRAME AND CANOPY SUPPORT FRAME

FABRIC CANOPY

150x50x3 GRADE 6050-T5 RHS FLOOR BEAMS

JURALCO 202 WALKWAY

2100

3200

5mm GRADE 316
STAINLESS STEEL
BRACING CABLES

JURALCO GUARDSAFE HAND RAILS

ACCESS LADDER SWINGS UP AND LOCKS
UNDER THE FLOOR WHEN THE TOWER
IS NOT IN USE

100x100x6 GRADE 6061-T6 SHS COLUMNS

5000

5000

B	FOR APPROVAL	JAN18
A	CONCEPT REVIEW	SEP16
Issue	Revision Details	Date

Project / Title			
BRIGHTON SURF CLUB OBSERVATION TOWER AND FOOTING GA			Healex Pty Ltd
Client ALUWALK Pty Ltd	First Issue Date AUGUST 2016	Drawing Number 1535-010	Drawing B Issue 31/01/18

City of Holdfast Bay   Council Report No: 70/18

Item No:	**14.3**
Subject:	**MINT 2 – APPLICATION FOR LANDOWNER'S CONSENT TO DEVELOP OUTDOOR DINING AREA**
Date:	13 March 2018
Written By:	Team Leader, Leasing and Commercial Operations
General Manager:	City Assets and Services, Mr S Hodge

SUMMARY

The business operator of Mint 2 (located at 5 Moseley Square Glenelg) has lodged a Development Application seeking to erect a physical structure over the existing (often weather affected) outdoor dining area.

The proposed structure is to be constructed within the existing footprint of the designated outdoor dining area and will somewhat emulate the outdoor dining structures on the southern side of the square.

While typically, any construction on or over Council Land constitutes an encroachment, making them subject to commercial rental rates, sections 2.15, 2.16, 2.17, 2.20 and 2.21 of Council's current Outdoor Dining Policy authorises certain structures to be built and installed via the inexpensive permit system (subject to obtaining Landowner's Consent and Development Approval).

Council must therefore determine whether landowner's consent should be granted so that Development Assessment may continue, while acknowledging that this decision will set precedent for similar applications.

RECOMMENDATION

1.   **That Council give landowner's consent for Development Application 110/00621/17 to proceed pursuant to sections 2.15, 2.16, 2.17, 2.20 and 2.21 of Council's Outdoor Dining Policy, so that the structure can be built over council land on the inexpensive Outdoor Dining Permit parameters;**

2.   **That consent be given on the proviso that the current design of the proposed structure be amended to directly emulate those structures on the southern side of the square.**

COMMUNITY PLAN

Economy: Supporting and growing local business

COUNCIL POLICY

Commercial Leasing Policy (2016).
Encroachments Policy (2017).
Outdoor Dining Policy (2017)

STATUTORY PROVISIONS

Local Government Act 1999.
Retail and Commercial Leases Act 1995.

BACKGROUND

Previous Relevant Reports

•   Development Application110/00621/17, *'Application to construct an opening veranda over council land - Mint 2*;

•   Council Report (No.: 275/16; Item No.: 14.3) 8 November 2016, *'Moseley Bar and Kitchen – Application to Develop Outdoor Dining Area'* (Resolution No.: C081116/570);

REPORT

Mint 2 is Restaurant/Café located on the north-west corner of Moseley Square Glenelg. The business operator currently holds an Outdoor Dining Permit, permitting the use of approximately 32m^2 which accommodates up to 32 persons seated.

Refer Attachment 1

Moseley Square and Outdoor Dining

As part of the 2006 Moseley Square redeveloped, the businesses on the southern side of the square were permitted to build structures to enclose their individual Outdoor Dining Areas (ODA).

Refer Attachment 2

Though these structures are technically defined as 'encroachments', thus subject to a Deed of Encroachment and commercial rental rates, they were approved, built and charged via the comparatively inexpensive Outdoor Dining Permit system'.

It should be noted that at the time of the Moseley Square redevelopment no such structures were built on the northern side of the square due to Heritage buildings and nature of the businesses at that time. Over the years since however, as the nature of the businesses on the northern side of

the square have changed to the point that they now emulate those on the southern side, covered and enclosed ODA have become a topic of frustration for those businesses with exposed ODA, due to the inability to trade externally in the cooler months of the year.

Outdoor Dining Policy

In accordance with sections 2.15, 2.16, 2.17, 2.20 and 2.21 of Council's current Outdoor Dining Policy, structures may be built in or over the existing foot print of an outdoor dining area subject to:

2.15   [the] Design criteria must ensure that structures such as permanent umbrellas, sails, awnings, gazebos and canopies are of high quality design and constructed in appropriate locations;

2.16   [that] All permanent constructions (including Café Screens) need to comply with all relevant building codes and standards, and be in accordance with the City of Holdfast Bay's City Wide Outdoor Dining Urban Design Guidelines. It will remain the responsibility of the Owners/Business Operator to maintain constructions;

2.17   Awning screens must be made of clear plastic so as to retain visibility into the active footpath zone. Any screening should not restrict movement and encourage open use of an area;

2.20   [the] Permanent structures must not obstruct line of sight for vehicle and pedestrian traffic;

2.21   [that] Owners/Business Operators are fully responsible for all installation and maintenance costs associated with all facilities and construction associated with an outdoor dining area.

As a point of reference, historically, the degree and nature of a 'structure' constructed on the Outdoor Dining Permit system constitutes developments like: awnings, canopies, gazebos and/or permanent umbrellas. It should be noted that precedent has been set for such structures like awnings and canopies in areas along Jetty Road and the side streets of Glenelg.

Development Application – Mint 2

Development Application 110/00621/17 has been lodged with Administration by Mint 2 which seeks to erect a physical structure over an existing outdoor dining area. The structure consists partially of a veranda and sunroof that will allow additional shelter for the often weather affected outdoor area.

Refer Attachment 3

Precedent – Moseley Square

On 8 November 2016, Council resolved to refuse a similar Landowner's Consent application lodged by the Moseley Bar and Kitchen. The application sought to erect a retractable roof,

permanent seating and partially enclose the area with glass balustrading. Though, the Moseley's proposal was a far more detailed development (which also exceeded the boundaries of their current approved outdoor dining area), it was refused on the grounds that *structures built over Council land constitute encroachments and should be subject to a Deed of Encroachment with the appropriate commercial rates applied*.

This in mind, should Council give land owner's consent for Mint 2s application, it will set precedent for other businesses on the northern side of the square who seek to develop their outdoor dining areas to a similar scale on the Outdoor Dining Permit system.

BUDGET

An annual budget allocation is provided to council's City Assets and Services Department for the review and implementation of outdoor dining permits and developments. This budget includes the engagement of legal advice and services when and where necessary.

LIFE CYCLE COSTS

At this stage, there are no additional costs to Council for that which is contained within this report.

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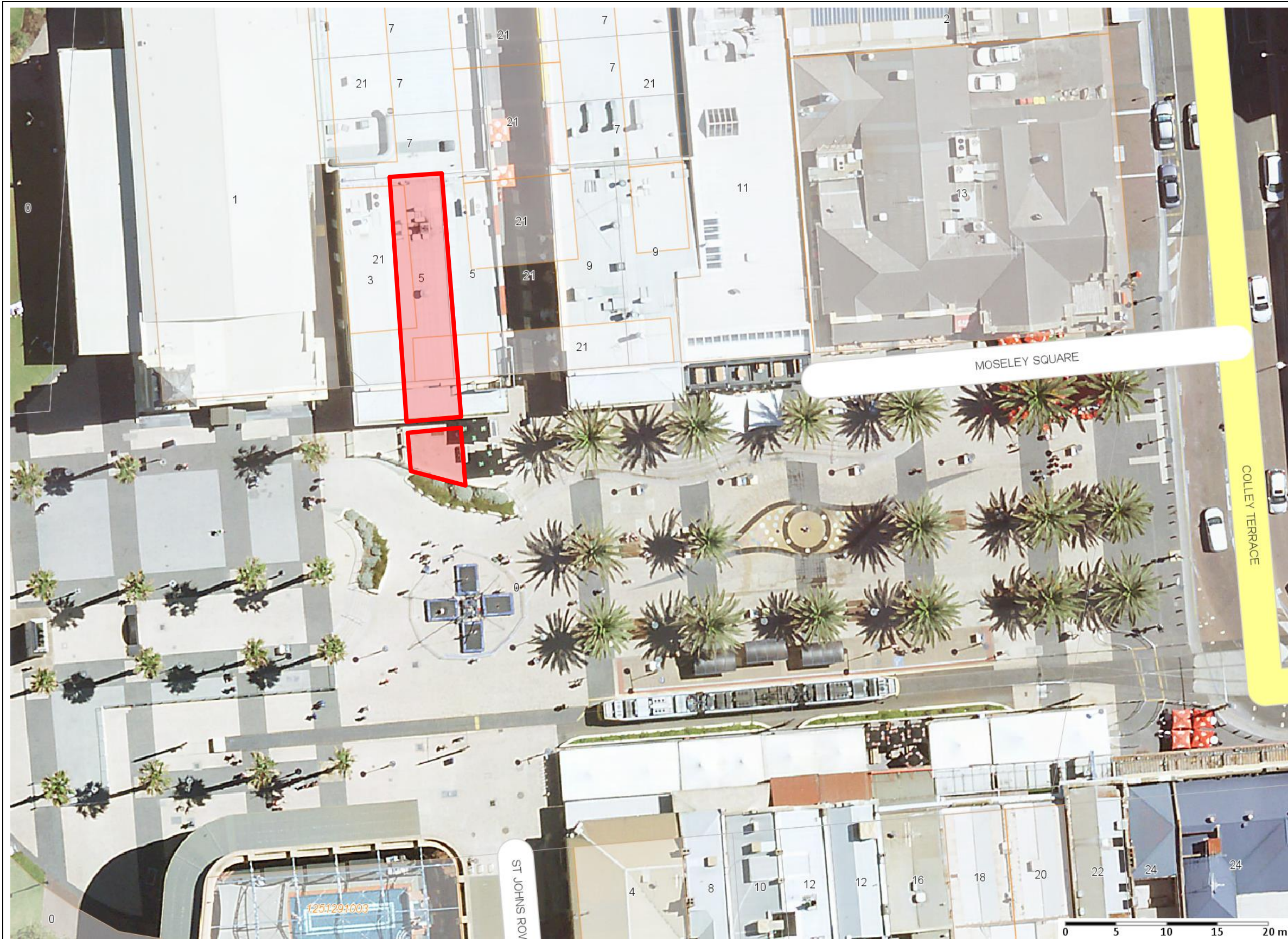
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  Property Miss Matches
  CHB Aerial (2017)

MOSELEY SQUARE

COLLEY TERRACE

ST JOHNS ROW

CITY OF HOLDFAST BAY

MINT 2

4/08/2017

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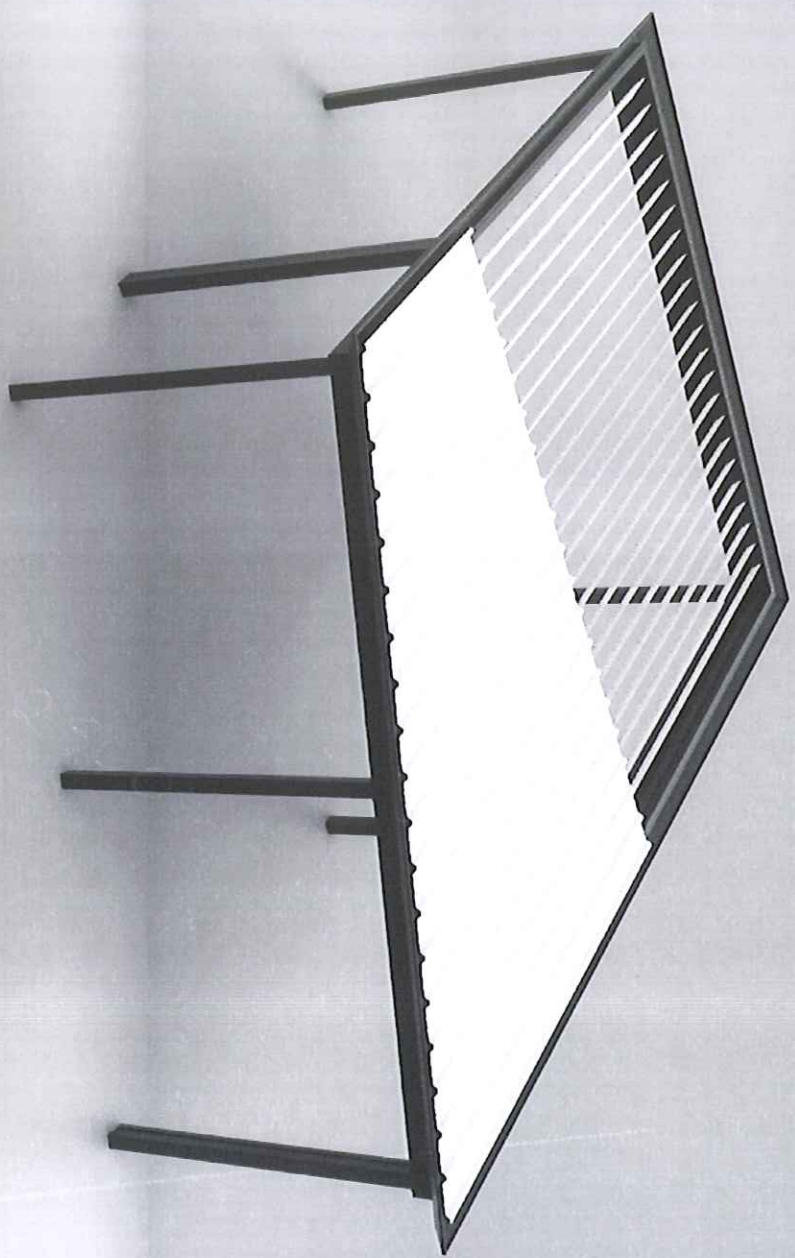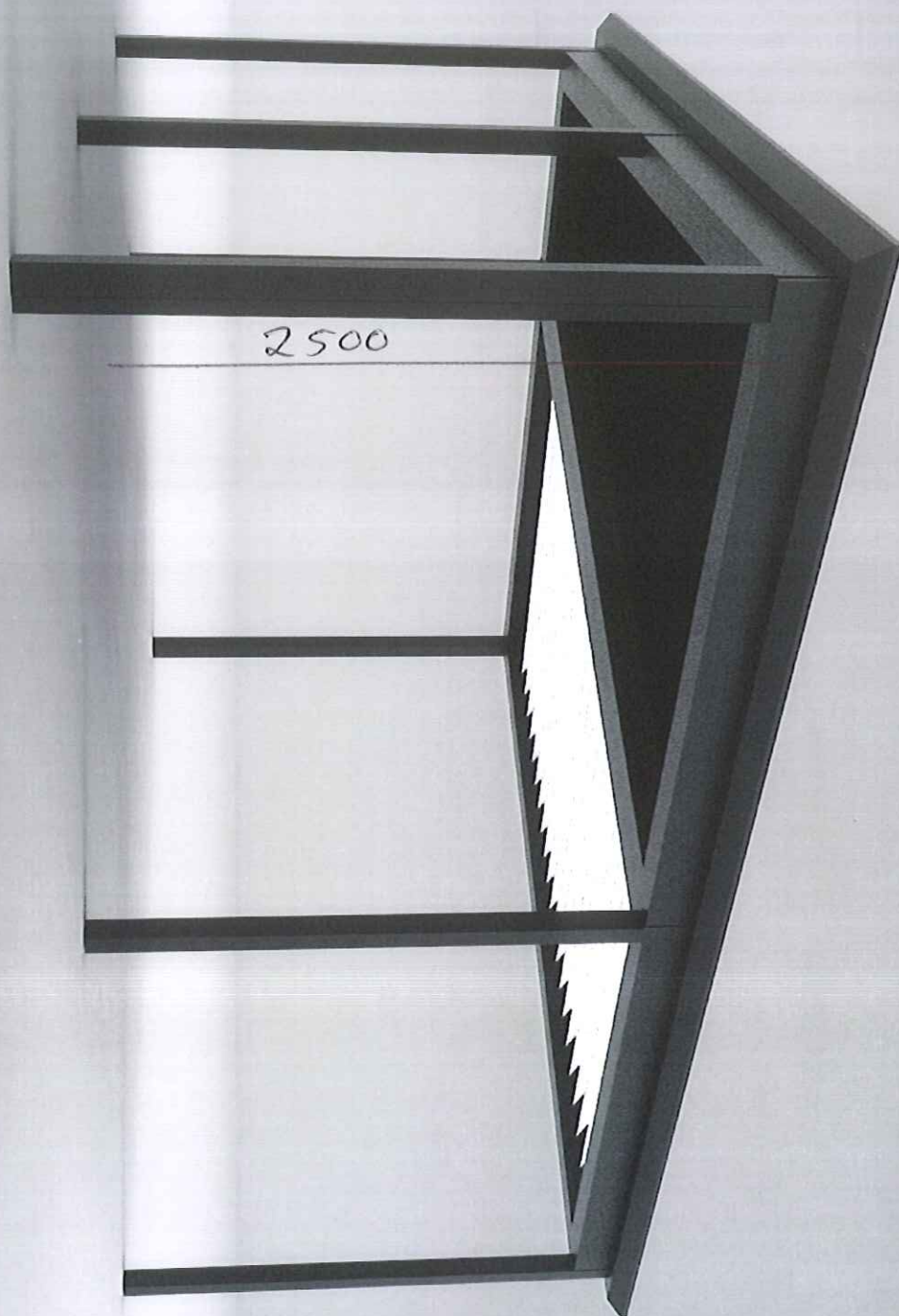0   5   10   15   20 m
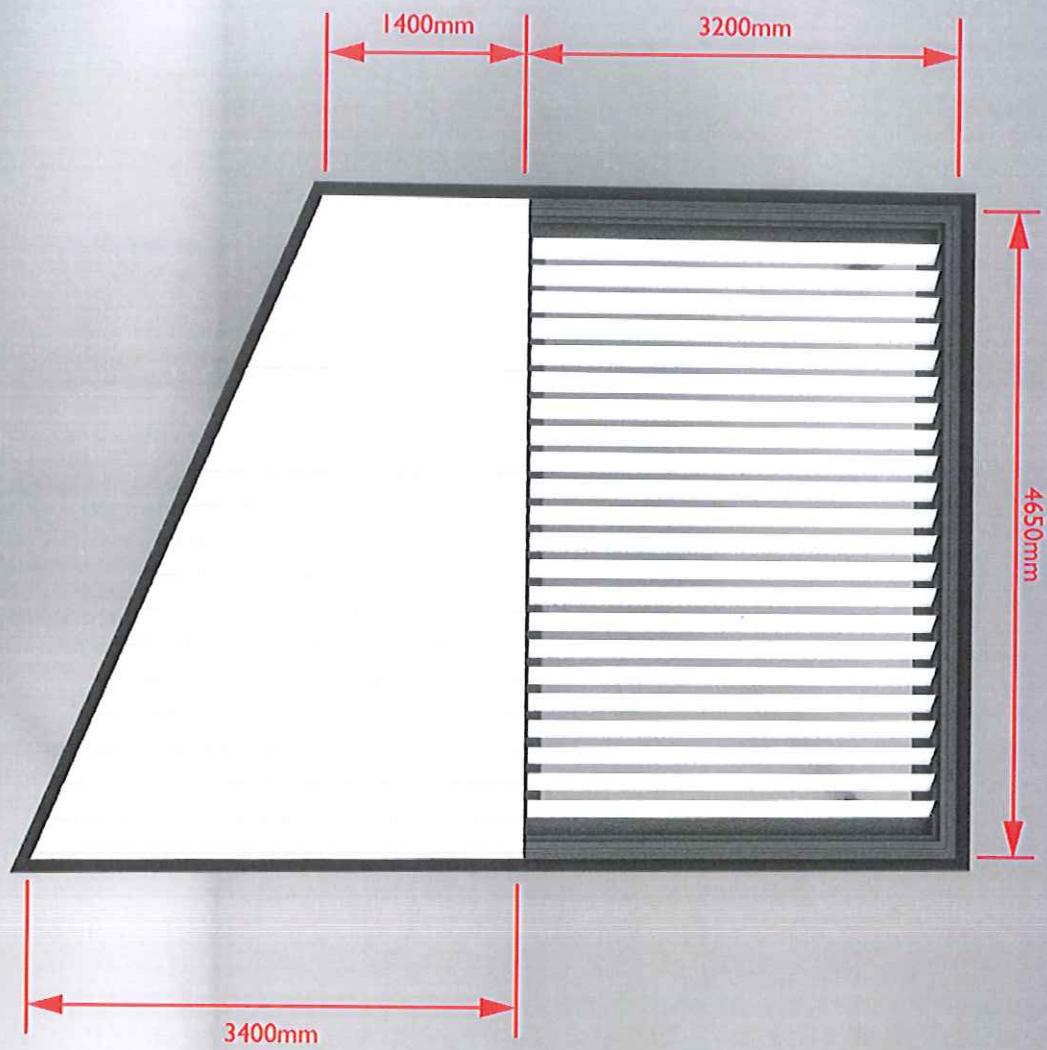
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PROPOSED

LOUVRES

VERANDAH
INSIDE
GLASS FENCE

PROPOSED

COOLDECK

4 MOSELEY SQUARE GLENELG

City of Holdfast Bay   Council Report No: 72/18

Item No:	**14.4**
Subject:	**DRAFT COMMUNITY CENTRE FRAMEWORK CONSULTATION**
Date:	13 March 2018
Written By:	Community Centre Coordinator
General Manager:	Community Services, Ms T Aukett

SUMMARY

Following the endorsement of the Community Centre Policy in April 2017, a Draft Community Centre framework has been developed. This independent review of the current Community Centre status and structure provides options and strategies to offer a clear and strategic direction for the future. This includes planning, development and management of the four Community Centres located within the City of Holdfast Bay.

This report seeks Council endorsement to conduct formal community engagement on the Draft Framework to help inform the final draft for Council consideration and endorsement.

RECOMMENDATION

That:

1. **Council notes the draft Community Centre Framework as shown in Attachment 1 of Report No: 72/18 for formal community consultation, from 20 March 2018 to 9 April 2018.**

2. **Council endorse the Community Engagement Plan as shown in Attachment 2 of Report No: 72/18.**

3. **A report on the outcomes of the engagement be brought to Council for consideration with the final Community Centres Framework.**

COMMUNITY PLAN

Community: Building a healthy, active and resilient community
Community: Providing welcoming and accessible facilities

COUNCIL POLICY

Community Centre Policy (2017)

STATUTORY PROVISIONS

Not applicable

BACKGROUND

The City of Holdfast Bay has four dedicated Community Centres; Holdfast Bay, Glenelg, Glenelg North and Brighton. This excludes the Kauri Community Sports Centre and the Glenelg Football Club in this grouping. The Community Centre Coordinator works with each Centre on a wide range of tasks with varying levels of support. Over time, the Community Centres in the City have evolved without any clear parameters of Council's expectation for these community assets.

At its meeting on 11 April 2017 Council endorsed the Community Centres Policy (Resolution Number: C110417/725) which provided a broad strategic direction to guide management committees and the organisations that are managing our facilities now and into the future. Additionally, the Policy aimed to set an operational standard while simultaneously reflecting Council's commitment to the provision of Community Centres within the City of Holdfast Bay.

Following Council endorsement of the Policy the next step was to develop a Community Centre Framework to provide a clear and strategic direction for the future planning, development and management of community centres, and to ensure the principles of the Community Centre Policy were achievable.

The objectives of the project include:

•   To benchmark current provision levels, resourcing and management structures across metropolitan councils
•   To provide an environmental and industry scan of trends which may impact community centres now and into the future
•   To define the needs of the community and gaps in service provision
•   To detail future management models and funding options, and provide a detailed action plan for the preferred option/s
•   To provide recommendations regarding the future provision of facilities
•   To align the Framework with Council's strategic plan and other relevant policies and plans.

Alyssa Hill Consulting were engaged in July 2017 to independently develop the Community Centre Framework with support from Council staff. A detailed project plan included extensive consultation with the community and the existing Community Centre committees, as well as desktop research and benchmarking a number of other metropolitan Councils service provision and resourcing levels.

REPORT

The draft Community Centre Framework (the Framework) has resulted in the development of a number of draft strategies which provide a vision for inclusive, engaging, inspiring, modern and sustainable Community Centres into the future. The Framework's draft recommendations provide an action plan of short, medium and long term considerations for the four facilities and their management models.

The strategies outlined in the Framework are summarised below:

- Increase budget provision for building upgrades and modernisation of retained facilities
- Subject to Council's overall strategic property review, undertake a masterplan process for Holdfast Bay Community Centre
- Consider alternate use or sale of Brighton Community Centre
- Community centres to transition to Council management over a 6 -10 year period
- Maximise centre volunteer opportunities through Council's existing volunteer program
- Establish community centre advisory committees

Refer Attachment 1

An initial round of stakeholder consultation has been conducted on the draft Framework with the management of the four Community Centres. One on one meetings were also held with the management committees and/or relevant staff and key volunteers. Centres were then given a two week period to provide the Consultant with further feedback.

Key themes of the feedback included:

- Minor amendments to centre descriptions, activities and day to day operations
- Concern regarding capacity of Council to understand volunteer management of centres and operational delivery of community programs.
- Current strategic alignment of existing centres to Council's priorities
- Additional Council support welcomed
- Concern regarding increasing centre utilisation with current floor plan layout
- Concern recommended FTE levels are not adequate to manage the centres
- Desire for the Framework to discuss and explore in more detail, Management Option 3 non-government management
- Request for a section to celebrate the history of the centres and their volunteer and community roots.
- Need for any management transition process to be consultative and collaborative.

The feedback was considered by the Consultant and a number of changes have been made to the draft Framework as a result. The draft Framework development has reached a point where it is ready for consultation with the wider community.

Following Council endorsement of the draft Framework for consultation, formal community engagement will occur in line with the Community Engagement Plan and a full report provided for Council consideration. Formal community engagement will enable Centre management,

current user groups and the broader community an opportunity to respond to the draft framework.

It is anticipated the formal community engagement process will begin soon after endorsement of the draft Framework, with a report and final Community Centre Framework for Council endorsement in May.

A Community engagement plan has been prepared for Council's consideration and endorsement.
Refer Attachment 2

BUDGET

Additional community engagement will be completed within existing resources.

Subject to Council's overall strategic property review, it is anticipated the proposed masterplan process for Holdfast Bay Community Centre will be submitted as a new initiative for consideration in the 2018/2019 financial year budget, included within the long term financial plan.

LIFE CYCLE COSTS

Not Applicable.

COMMUNITY CENTRE FRAMEWORK

DRAFT FOR CONSULTATION
February 2018

Acknowledgements

This framework was developed by Alyssa Hill Consulting in close collaboration with the City of Holdfast Bay.

Thank you to the dedicated staff and volunteers at the City of Holdfast Bay's Community Centres for their passion, insight and dedication to serving the community.

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City of Holdfast Bay Staff:

Rosie Bartlett, Community Centre Coordinator

Nadia Bishop, Community Centres Project Officer

Matthew Rechner, Manager Active Communities

Trish Aukett, General Manager, Community Services

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Rick Kluge, General Manager Alwyndor

Monica du Plessis, Manager, Community Wellbeing

Mathew Walsh, Buildings and Facilities Manager

Pam Jackson, Manager, Commercial and Strategic Services

And last but not least, the many community members who contributed their feedback and suggestions to this Framework.

ALYSSA HILL
CONSULTING

Table of Contents

Executive Summary

This Framework was developed from August to December 2017 and aims to provide a clear and strategic direction for the future planning, development and management of the City of Holdfast Bay's Community Centres.

The framework was undertaken through desktop research and engagement with community members, community centre staff and volunteers, Council staff and other stakeholders.

Key Findings

Management

- The volunteer management committees of Glenelg, Glenelg North and Brighton Community Centres are all made up of dedicated community members, however there is no succession plan in place. Council needs to be proactive to manage a transition of these volunteers over time, to ensure a continuation of services and a handover of volunteer knowledge and skills.

- South Australia is seeing a trend with some voluntary committees feeling overburdened with matters relating to compliance and regulation. In some cases, this has resulted in a 'hand back' of the facility to council.

- Many service and social clubs are declining in membership and/or ceasing to operate.

- There is little to no precedent for councils to outsource the running of their Community Centres to Non-Government Organisations (NGOs) through a contract management approach. If this management model was to be pursued it would need to be through an open tender process, and would require Council resources to manage the contract, support collaboration across other Council programs, maintain the facility, and review acquittals and performance.

Funding

- The majority of Council's expenses for Community Centres are for maintenance and upgrades.

- Other councils expend significantly more on their community centre staffing than the City of Holdfast Bay.

- In general, it is very uncommon for Community Centres to be managed solely by volunteers.

- Grant funding for Community Centres, particularly in areas of socio-economic advantage, is becoming more and more competitive.

- Community Centres may experience financial hardship when Commonwealth Home Support Programme funding ceases in 2020. For the Holdfast Bay Community Centre, this may mean a large gap in income, although the YMCA has undertaken preparations in an effort to reduce the impact of changes.

Facility Provision

- All City of Holdfast Bay Community Centres require upgrades to meet community expectations. Community engagement revealed there is community demand to modernise and upgrade the centres.

- All Centres differ in size and layout which determines what services and activities can be provided.

Vision for Community Centres

- Community members desire multipurpose centres for different age groups and interests.

- Community Centres provide much more than just halls for hire – Community Centres promote social interaction, community connection and carefully selected programs and hirers which respond to local needs.

- Community members appreciate the service Community Centres provide but there is room for improvement in people's satisfaction and awareness levels of Community Centres.

- Council can better support Community Centres to align with Council's strategic directions. Community Centres are currently not meeting several of the principles articulated in the Community Centre Policy.

Summary of Community Centres Framework and Recommendations

The findings listed above have resulted in the development of strategies guided by the following vision:

The community is connected by centres which are inclusive, engaging, inspiring, modern and sustainable.

In addition, the following strategies are guided by the *Our Place 2030 Strategic Plan.* The City of Holdfast Bay's network of Community Centres provide an important place to connect, learn, maintain health and well-being and be creative. Within the Community pillar of The *Our Place 2030 Strategic Plan*: A Healthy, Creative and Connected Community, the importance of community centres is highlighted with a focus on the following objectives:

1. Building a healthy, active and resilient community.

2. Celebrating culture and diversity.

3. Providing welcoming, accessible facilities.

4. Fostering an engaged, contributing community.

The City of Holdfast Bay's Community Centres will:

- Celebrate and support the diversity of the community across ages, cultures, socioeconomic status, and interests,

- Provide a place for unstructured and structured socialising and connection,

- Coordinate a program of carefully considered activities, events and hirers,

- Provide low cost hire spaces to meet community needs and interests as they arise,

- Provide high quality, modern facilities for a range of hirers, interests groups, service providers and others,

- Support the community and service providers to deliver programs or undertake projects which respond to community strengths and needs, and

- Coordinate opportunities for the community to drive and influence the goals, programming and future directions of the centre.

Table 1: Comparison of Current Centre Models

Facility Provision Strategies for Continuous Quality Improvement

Current State	Strategy	Strategy Outcomes
All Centres		
Four ageing facilities that require upgrades to meet community expectations. All Centres require varying levels of upgrading due to their age, structure and condition.	That the City of Holdfast Bay undertake a program of asset improvement and redevelopment to provide modern, fit for purpose, multi-use Community Centres.	Multi-purpose Community Centres that are Community hubs that welcome all ages, and support a diverse range of programs and groups.
Refurbishments and upgrades are subject to Council annual business planning. The interior and furnishings of all Centres require some modernisation to ensure they meet community expectations.	Increase the recurrent budget allocation for centre refurbishment and upgrades. In future Annual Budget Plan and Budget Process, give consideration to increasing budget allocation for refurbishments and upgrades.	Improvement and modernisation to identified facilities.
Glenelg Community Centre		
Glenelg Community Centre is small and concurrent use of the rooms in the centre is restricted by the current layout. Currently limited programming occurs in collaboration with the nearby facilities such as the library.	Retain Glenelg Community Centre due to its high-profile location, and consider undertaking a masterplan process to determine possibilities of a multi-purpose community hub incorporating the library, open space and visitor facilities.	A welcoming centre for all ages, interests and abilities. A centre best placed for an increase in residents in the area as well as visitors. Leveraging Council resources and collaborating across Council departments.
Glenelg North Community Centre		
Interior and furnishings of Glenelg North Community Centre are dated and require upgrades. Community satisfaction with this centre is high.	Retain and undertake a program of upgrades to Glenelg North Community Centre.	Continue to increase the community satisfaction and engagement with the community hub. Improve the existing facilities to provide a modern and inspiring community space.

Current State	Strategy	Strategy Outcomes
Holdfast Bay Community Centre		
Due to age and condition, Holdfast Bay Community Centre is expensive to maintain. Centre is not purpose built. Community satisfaction with this centre is high.	Subject to Council's overall Strategic Property review, undertake a masterplan process for Holdfast Bay Community Centre site. The master plan would provide a clear vision for the future direction of this well located, accessible community site that could well be the "flagship" Community Centre for the City of Holdfast Bay This conceptual master plan could include a purpose built, multi-function facility enabling use by a wide range of user groups from our community. Partnerships and collaboration with current stakeholders should also be considered·	Continue to increase the community satisfaction and engagement with this centre. Utilisation of the land size to its full capacity. Investment in a Community Centre for future generations. Efficient use of Council resources due to reduced maintenance costs of new facility.
Brighton Community Centre		
The Centre is managed by Brighton Over 50s Social Club and primarily is a hall for hire. The Club membership and associated activities have decreased in recent years. The Centre has an inflexible layout and site usage is restricted by lack of adequate parking and street access issues.	Subject to Council's overall Strategic Property review, consider alternate use or sale of Brighton Community Centre and provide for existing user groups in new premises.	Efficient use of Council resources. Council's investment becomes focussed on nearby community facilities. Focus on providing modern facilities for future generations.

Management and Funding Strategies for Continuous Quality Improvement

Current State	Strategy	Strategy Outcomes
All Centres		
Glenelg Community Centre is hired to Glenelg Community Club between 9am – 3pm and managed by Council outside these hours. Glenelg North and Brighton Community Centres are leased to incorporated bodies. Holdfast Bay Community Centre is leased to the YMCA, and also receives an administration grant of $27,000 but with no management agreement in place.	Community Centres to transition to Council management over the long term (6-10 years) including provision for on-site staff. This model can incorporate partnerships and/or hire agreements with NGOs and incorporated bodies.	Council centre management will provide the ideal environment for: • Collaboration and coordination across the centres and other facilities within Council, therefore maximising use of other Council facilities and resources. • Delivery of the goals in Our Place 2030 Strategic Plan. • Greater utilisation of Council resources such as volunteers. • Trialling of new programs, hirers and partnerships with service providers. • Data collection for Key Performance Indicators (KPI's), needs assessments for ongoing service provision and evaluation and continuous quality improvement utilising results based accountability. • Creating multi-purpose Community Centres, for a range of ages, interests and needs, responsive to the local community. These outcomes can only be achieved if the transition process is consultative and collaborative with the current management committees, staff and the community.

Current State	Strategy	Strategy Outcomes
0.8 FTE Community Centre Coordinator employed by Council to support and liaise with the centre staff and volunteers to support quality service provision is maintained.	Community Centres transition to Council management, additional staffing and funding would be required to assist with customer service, administration and provide community development and support to volunteers.	Community Development Officers / Customer Service Staff at all sites would be able to provide a broader scope of community development programs to address community needs. Adequate staffing levels and funding will ensure a quality community service is delivered.
Boards/committees provide governance to each centre.	Community Advisory Groups to be established in each centre as they are transitioned to council management.	Community members are part of the decision-making process for Community Centres and help ensure the centres respond to the local community. The exact format and structure of these Advisory Groups should be determined through community engagement.
No council volunteers are attached to centres.	A Council management model would require that centre volunteers become Council volunteers.	Volunteers are supported by Council's Volunteer Coordinator and Council's policies and procedures. Volunteers are provided with recognition and training to reduce risk.

Cost Projections of Suggested Management Model-10 Year Plan

Council Management Option

Item	Current Management Model	Suggested Management Model	Suggested model Cost variation
Salaries ^ Including Leave Loading	Community Centre Coordinator Level 5/0.8 FTE $68,714	2 x Community Service Officer - Level 4/0.8FTE $59,885 1 x Community Centre Coordinator - Level 5/0.8 FTE $68,714	Total: +$119,770
Superannuation	$6,441	$17,675	Total: +$11,234
Grants	$27,320 to HBCC	N/A	-$27,320
Programming budget#	$11,500	$35,000	+$23,500
Marketing#	$2,000	$6,000	+$4,000
Other incidentals	$1,768	$5,304	+$3,536
Total	**$117,743**	**$252,463**	**Total Variation: +$134,720**

^ All salary figures are per the current Enterprise Bargaining Agreement. Action Plan suggests a phased implementation of staffing over the medium (3-5 years) and long term (6-10 years).

Programming and Marketing budgets are based on current budget increased to three centres and will need further investigation and cost projection. The costs associated with the suggested model would be increased incrementally to adjust to transition to relevant management models.

Income streams

The indicative costs provided above do not take into account potential revenue streams. A number of grant funding options are available which if successful, could offset some costs associated with staffing and program development. In addition, increased revenue from program fees and external hirers would also assist in offsetting these costs.

Full Contract Management Option (outsourced management)

An open and transparent tender process would be required for a contract management option to be implemented. Tender for management of the centres would comprise all costs being outsourced including (but not limited to): Overall management fee, staffing costs, marketing, community engagement, program development, volunteer management, risk management, insurances, grant application and reporting requirements, continuous improvement, data collection and evaluation processes. All building maintenance and upkeep fees, utilities and consumables would be negotiated under the contract agreement. Indicative costs are difficult to project prior to a tender process.

Outsourced management costs for a centre may be dependent on the external grant funding of the organisation. E.g. Cessation of DCSI or CHSP funding.

Introduction

Aims, Objectives and Scope

The aim of this Framework is to provide a review of the current status of Council's four Community Centres (Glenelg, Glenelg North, Holdfast Bay and Brighton), and provide clear and strategic direction for their future planning, development and management.

Development of the Framework has the following objectives:

1. To benchmark current provision levels and resourcing across metropolitan councils,
2. To provide an environmental and industry scan of trends which may impact Community Centres now and into the future,
3. To define the needs of the community and gaps in service provision,
4. To detail future management models and funding options and provide a detailed action plan for the suggested option/s,
5. To provide recommendations regarding the future provision of facilities, and
6. To align the Framework with Council's Strategic Plan and other relevant polices and plans.

The scope of this review and framework is limited to the City of Holdfast Bay's four Community Centres. Recreation centres, Sporting clubs and other community facilities are out of scope.

Background

Social Needs and Community Infrastructure Planning and Analysis Study

In 2012 Council endorsed the *Social Needs and Community Infrastructure Planning and Analysis* Study, which provided a future vision for community infrastructure and a number of suggested directions for Council facilities.

The study found the City of Holdfast Bay had a good allocation of community facilities for a Council of its size and geographical spread. The Report recommended maintaining and enhancing Holdfast Bay Community Centre and Brighton Oval as a 'southern' community hub. It also recommended maintaining and enhancing Glenelg North Community Centre as a 'northern' community hub. The study recommended considering alternate use or consolidation of Brighton and Glenelg Community Centres.

Since the study was completed, Brighton and Glenelg Community Centres remain unchanged.

The site that Glenelg North Community Centre is located has undergone considerable development. A Community Garden, the William Kibby VC Veteran's Shed and a Memorial Garden have all been established at the site. An Organic Market operates from Glenelg North Community Centre on a weekly basis which connects all site users and attracts a large number of people.

Since the study, the Holdfast Bay Community Centre is now leased to the YMCA.

The report recommended funding and managing community facilities under a contract management approach with non-government organisation/s. This has not been implemented. Holdfast Bay Community Centre is leased to the YMCA and whilst they are a non-government organisation, no contract management mechanisms are in place such as a management agreement with key performance indicators.

Community Centre Review

In 2014, Council undertook a review of the Community Centres and found that community groups currently managing the centres required support in the areas of governance, compliance, succession planning and program planning. The review recommended Council appointing a Community Centre Coordinator, to support and oversee the four Community Centres. A Community Centre Coordinator has since been employed and based in the Brighton Civic Centre.

Community Centre Policy

A *Community Centre Policy* was endorsed by Council in April 2017 and was the first step toward a longer term sustainable vision for Community Centres in the City of Holdfast Bay. This policy provides a strategic direction which can guide management committees and the organisations managing these facilities now and into the future.

The *Community Centre Framework* builds on all this work and provides a clear and strategic vision for the future provision of Community Centres.

Defining Community Centres

Community Centres are important assets in the social infrastructure of cities. They provide a place to connect, learn, maintain health and wellbeing and be creative. They are important hubs of community activity and work to build neighbourhood connection, community capacity and create socially inclusive societies.[1] Community Centres develop place-based communities for people of all ages, backgrounds, abilities and interests. [2] They also provide low cost meeting rooms and hire opportunities for external providers and community members, providing invaluable social networking opportunities.

Community Centres have existed in Australia since the 1970s and developed out of the social reforms and movements of the era. Typically, Community Centres were operated by small grassroots organisations, and support was given by local governments by way of providing community land and/or a building/ facility.[3]

Under the City of Holdfast Bay Community Centre Policy, the definition of a community centre is as follows:
Publicly accessible facilities that provide space for individuals, local organisations and community groups to meet, and for a range of social programs, services and activities which address the social needs of a community.
(Landcom Community Centre Guidelines 2008)

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[1] Neighbourhood Houses and Centres Association, 2011, Who we are and what we do, www.anhca.asn.au
[2] SA Centre for Economic Studies, 2013, Economic and Social Impact Study: Community and Neighbourhood Centres Sector, https://www.communitycentressa.asn.au/documents/item/174

[3] Neighbourhood Houses and Centres Association, 2011, *Who we are and what we do,* www.anhca.asn.au

Community Centres SA, the peak body for Community Centres and neighbourhood houses in SA, uses the following definition:

Community and neighbourhood centres help build strong and connected communities. Through supporting individual capabilities and fostering connection, centres nurture the conditions that underpin community resilience and wellbeing. Centres ensure programs and services are available to address specific local needs, and support activities that build and strengthen community relationships.

City of Holdfast Bay Community Centres

Glenelg Community Centre - Colley Terrace, Glenelg

Glenelg Community Centre is ideally located next to Jetty Road in high profile location. This centre is currently hired to Glenelg Community Club between the hours of 8:30am and 3:30pm, who have a focus on activities for senior citizens. A volunteer management committee coordinates the centre during these hours. Council manages the bookings for the centre outside of these hours.

Glenelg North Community Centre - Kibby Reserve, Glenelg North

Glenelg North Community Centre is co-located at Kibby Reserve with a Kindergarten, Veteran's Shed, Community Garden, Memorial Garden and other community facilities on site. The centre is leased to Glenelg Brass Band and managed by a dedicated volunteer facility manager.

Holdfast Bay Community Centre - 51 King George Avenue, Hove

This centre exists on the site of a former school, which was redeveloped into a Community Centre from 1993. The Council has leased the centre to the YMCA since 2015. This is the only centre in the City of Holdfast Bay with paid YMCA staff, who receive a number of competitive state and federal grants to run programs.

Brighton Community Centre - 376-378 Brighton Road, Hove

This centre was built in the 1970s with land donated by the Council and funds for the facility raised by a local Lions Club. The facility commenced as a Senior Citizens Centre and has been voluntarily managed by the Brighton Over 50's Social Club since commencement. The centre is leased to Brighton Over 50's Social Club and managed by a voluntary management committee.

Acknowledgement of History

The City of Holdfast Bay is unique because its Community Centres have such a strong legacy of volunteerism. Three of the four Community Centres remain, for the most part, completely managed by volunteers. It is acknowledged that volunteers have collectively put many decades of work into building the Community Centres into what they are today.

Community Consultation Undertaken for the Development of the Draft Community Centre Framework

Timing	Task	Method
July and August 2017	Understand demographics	• Analysis of Census data using ABS Table Builder • Desktop research
	Environmental Scan and Understanding Industry Trends	• Desktop research • One on one meetings with key stakeholders and Council staff • Analysis of previous community engagement data
	Benchmarking of councils' support to Community Centres	• Online survey conducted by City of Holdfast Bay staff sent to a range of councils with similar characteristics to the City of Holdfast Bay, that is, population size, socio-economic status and geographical area
August and September 2017	SWOT analysis of each Community Centre	• One on one meetings with Council staff • Workshop with each Community Centre management committee or staff
	Determining community needs and gaps in service provision	• Analysis of Community Centre programming • Analysis of best practice Community Centres via desktop research and one on one meetings with stakeholders • Paper and online community surveys • Community Workshop • Snapshot of usage
September 2017	Development of Draft Framework	• Consultant working independently
October and November 2017	Stakeholder Engagement	• Elected Member Workshop • Individual meetings with each Community Centre Management Committee • Written submissions to draft

Community Centre Management

Community Centres across Australia are generally managed under one of three models. This chapter explains the various governance models in detail and the advantages and disadvantages of each model.

Model 1 – Independently Managed by a Management Committee

Glenelg North Community Centre and Brighton Community Centre use this governance model.

A facility is managed by an incorporated body or management committee who have an agreement, licence or lease to manage it on behalf of Council. Some independent centres have one or more Community Development Officers (CDO) or equivalent role employed by council, and others operate without one. Council may fund an administration position, or alternatively the Management Committee will fund positions within the centre. Volunteer recruitment and management is the responsibility of the management committee.

Key Features:

- Council owns the building and is responsible for its structural upkeep. Depending on the lease/licence arrangement, the incorporated body may be responsible for all or some maintenance.

- Council may manage the centre in partnership with the incorporated body, and would then usually pay the salary of a CDO who is full time or part time, helped by a team of volunteers. Council may also fund a part time Administration Officer.

- The CDO is supported by and reports to a Team Leader who is employed by the Council and whose work space is usually situated in a central Council building.

- Alternatively, staff can be directly employed and funded by the management committee.

- The centre is governed by a Board of Management or Management Committee (these titles are interchangeable).

- This board can also employ the other paid workers who are supervised by the CDO, who also manages volunteers unless there is a paid or voluntary Volunteer Coordinator.

Advantages	Disadvantages
Promotion of community ownership	Council has limited control over the facility including programming and setting of fees and charges
Income received from the facility is utilised directly within the centre	Incorporated body retains the hire and program income
Reduced Council resources	Council has no control over the composition of the management committee
Assists with capacity building of community organisations	Reliance on volunteers and the ability to attract and retain them can be challenging
Incorporated bodies are eligible for some external funding streams Local Government is not	Council must pay hire fees to run programs in its own facilities and are subject to availability
Community Management allows for community representation	Funding applications are dependent on volunteers

Advantages	Disadvantages
Community passion driving the centre	May not have access to, or the capacity to apply for certain types of funding
Daily presence ensures surveillance and monitoring of hirers and the facility	Lack comprehensive data collection and continuous evaluation processes
	Burden on management committee with legislation and accreditation
	Disjointed or skewed gauging of community need
	Council is not involved in centre management decisions including staff/volunteers and their behaviour
	Alignment of Council's Strategic Plan to the organisation's constitution may be challenging
	No ability to influence the fees and charges set by the management committee
	Perception that the centre is Council run
	Potentially conflicting position for the CDO who reports to a board as well as a Council team leader

- Individual centres are, as a rule, responsible for writing their own funding submissions with the exception of infrastructure funding.
- Usually there is a lease/management agreement with Council for the building and then a partnering agreement for working with the incorporated body.
- Councils will often provide an operational grant toward these centres.
- Management committees are expected to meet and maintain requirements such as service excellence, legislative requirements, WHS, grant reporting responsibilities etc.
- Activation, programming and response to community need is the responsibility of the management committee.
- An example can be seen in the City of Onkaparinga, City of Playford and a centre in the City of Unley.

Model 2 – Council Managed and Directly Operated

Some aspects of Glenelg Community Centre are managed this way.

The Centre is directly managed and operated by Council employees. It encompasses a flexible management structure and allows for responsibilities to change as the need arises. The centre's programming can be integrated with Council's strategic planning processes. Council is also responsible for the recruitment and management of volunteers.

Some Council run centres are supported by advisory groups or committees which meet regularly to provide input into the centre. This allows the opportunity for community involvement into the centre without the financial and legal burdens of an incorporated body. Not all Council operated centres operate with an advisory committee.

Key Features:

- Council owns the building and is responsible for its maintenance, WH&S, etc.
- Council pays the salary of staff who are full time or part time (usually a mix of both), who are helped by a team of volunteers.
- The CDO or Team Leader also manages volunteers unless there is a paid or voluntary Volunteer Coordinator.
- Work space is usually situated in the Council owned Community Centres and the Civic Centre buildings.
- There is no management committee governing the centre. Sometimes there is an advisory committee or similar.
- The Council employee(s) usually write the funding submissions and grant applications.
- Council coordinates the programming within the centre, based on community need.
- Centres in the City of Marion, City of Unley, City of West Torrens and City of Port Adelaide Enfield operate under this model.

Advantages	Disadvantages
Council has complete control over the facility and its programming	Council is responsible for all costs including minor maintenance and cleaning
Can be responsive to Council's Strategic Plan and can be flexible to respond to Council needs as required	Resource intensive to manage bookings and usage
Council retains all hire and program income	Overall centre usually operates at a net loss
Council has a space to run programs at no charge	Potential of reduced community involvement if not managed correctly
Volunteers managed by Council including screening and police checks, thereby reducing risk	Ideally requires a daily presence to monitor the users/functions and to determine improvements
Council has control over the composition of the advisory committee	May not be eligible for some charitable/philanthropic funding streams
Link with internal resources for funding applications, marketing, and upkeep of maintenance and grounds	
Centres are covered under Council policies and procedures, WHS, Payroll, risk management etc	
Ability to integrate and work closely with other community facilities such as libraries and sporting clubs	
Facilitates sharing of infrastructure and rationalisation of under-utilised buildings	
Ability to collect accurate and timely statistics	
Integrated booking system across centres	
A coordinated system and approach for evaluation and continuous improvement	

Model 3 – Non-Government Managed Centres

Some aspects of Holdfast Bay Community Centre are managed this way. However, the Centre is leased to the NGO, permitting their exclusive occupancy of the premises, which allows centre operations to be undertaken without a formal management agreement with Council.

An agreement is established with a Non-Government Organisation (NGO), usually a Not for Profit Organisation (NFP), to occupy a Community Centre facility exclusively for a defined period of time. A small minority are operated in this manner and some operate under the auspice of a larger not-for-profit organisation e.g. Uniting Care Wesley, Centacare, and Junction Australia.

A very small minority of centres are operated in this manner. There is little to no precedent among South Australian councils to outsource the management of Community Centres to NGOs.

Key Features:

- A management agreement or contract is made between Council and the NGO.
- The NGO is responsible for all programming, staff and volunteers.
- A lease agreement to occupy the centre may be established which clearly outlines responsibilities in areas such as maintenance.
- There is no management committee governing the centre. Sometimes there is an advisory committee or similar however this is at the discretion of the NGO.
- The NGO is responsible for all grant applications except infrastructure- related grants.

Advantages	Disadvantages
Council can provide KPIs to be met	NGO organisation's ability to attract and retain quality staff
Depending on the organisation, they may be eligible for charitable status and/or philanthropic grants	Council are usually required to provide monetary resourcing in the form of a grant or an agreed contract management fee
A management agreement provides clearly defined roles and responsibilities	NGO agenda or focus e.g. recreation, disability could be limiting.
NGO employs staff and support volunteers for service delivery	Council has limited control of the facility
Can access community grants programs provided by Council	Council must pay to use the space
NGO can access systems and support from their organisation e.g. in the areas of finance, IT, record keeping, volunteer management, policies and processes	Less collaboration with Council on other initiatives i.e. programming, libraries
	Council receives no income from the facility's hire fees and programming
	Perception that the Centre is Council run

Community Centres SA, the peak body for community centres and neighbourhood houses in South Australia, published the following statistics of their membership in the 2016 Community and Neighbourhood Centres Report[4]:

- 54% of centres are managed by an incorporated association management committees (Model 1).
- 32% are managed by local government (Model 2).
- 11% are managed local government working in partnership with an incorporated association (Model 1).
- 3% are auspiced or managed by a non-government organisation (Model 3).

A Changing Landscape

Community Centres exist in a context of increasing regulation, administration and reporting. Several Community Centres in South Australia which used to be managed by small incorporated bodies (Model 1), are now 'handing back the keys' to Council. Pressures on these Community Centres include:

- Increasing burden on volunteers to be responsible for the management of staff, contractors and hirers.
- Management committees struggling to be constitutional and meet legislative requirements.
- There is a lack of interest in joining committees, particularly taking up senior committee positions.
- Ensuring appropriate insurances and police checks are undertaken and evidence supplied by contractors, hirers, volunteers, etc.
- Increasing responsibilities under volunteer legislation.

The Australian Service Excellence Standards (ASES) is a quality improvement process and undertaking it is a requirement to receive funding from the Department for Communities and Social Inclusion. ASES requires organisations to produce evidence of their policies and procedures for staff and volunteer management, community engagement processes, data collection, amongst much more. ASES is proving to be a burden on volunteer management committees and may become a contributing factor to more incorporated bodies handing back management to councils.

Glandore Community Centre, which is now managed by Marion Council, was previously managed by an incorporated body. Volunteers on the management committee recognised that they were becoming over burdened with compliance matters and wished to instead direct their energy towards program development and community engagement. As a result, management was handed back to the council and some of the volunteers are now involved through an advisory committee and service-delivery oriented volunteer positions. A similar process is currently underway in some of the City of Onkaparinga's Community Centres, whereby the management committees are exploring other management models so that their skills and passions are better utilised.

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[4] Community Centres SA Inc., 2016, *2016 Community and Neighbourhood Centres Report*
https://www.communitycentressa.asn.au/documents/item/793

Three of the City of Onkaparinga's Youth Centres have in recent years returned to a council owned and operated management model (Model 2). The centres were previously managed by Mission Australia through a contract with the Council (Model 3). The change to Model 2 occurred following a review which saw council wanting to take a leading role in raising the profile of the centres, integrating the centres with other council programming and fostering collaboration across council departments in the programming of the centres. Each of the centres also have youth reference committees to ensure a community-driven approach. The City of Onkaparinga considers this change a success and that the centres have blossomed in the last two years.

City of Holdfast Bay's Community Centre Management

The City of Holdfast Bay's Community Centres are all managed differently. All of the current lease and hire agreements cease in 2019. Under the lease and hire agreements, the centres are exclusively occupied. There are no reporting requirements against key performance indicators or strategic directions.

Glenelg Community Centre

Glenelg Community Centre is run by Council and the Glenelg Community Club. Glenelg Community Club have a hire agreement between the times of Mon – Fri 8:30am-3:30pm.

The Glenelg Community Club is a Senior Citizens Club with a dedicated, albeit relatively small, club membership. The centre management is shared across the committee membership and the spread of duties is fairly equitable and efficient.
Outside of the hiring times for Glenelg Community Club, Council manages the bookings. Though external bookings have increased over recent years, the centre remains underutilised in part because of its configuration but also because it is generally dated and run down.

Glenelg North Community Centre

This centre is leased to Glenelg Brass Band and has been managed by a dedicated, motivated and highly skilled voluntary Facility Manager for seventeen years. The Facility Manager coordinates all aspects of the centre independently, including the bookings, maintenance, programming and volunteers. The centre operates almost at capacity.

Holdfast Bay Community Centre

This centre has been leased to the YMCA since July 2015. The centre had previously been run by Holdfast Bay Community Centre Inc., who transitioned the management to the YMCA.

This centre accesses a range of funding streams and grant programs to support the employment of a team of staff. The staff are supported by the broader organisation of YMCA and utilise their policies, procedures and infrastructure.

Since the YMCA have leased the Community Centre, their volunteer base has grown to 30 volunteers and they have retained all the volunteers previously engaged in the centre also.

The centre operates almost at capacity.

Brighton Community Centre

This centre is managed by Brighton Over 50's Social Club, who, like Glenelg Community Club, used to have a thriving membership base. The management of the centre is shared across the volunteer committee with a clear delineation of tasks. The current role of the Facility Manager is shared with another volunteer, allowing for flexibility and coverage when necessary. Whilst the current Facility Manager is still content undertaking their role, there is no interest from the committee membership to succeed the current facility manager.

The Brighton Over 50's Social Club membership base has declined from approx. 700 members in past decades, to now approximately 80. In the past, money generated through membership provided substantial income to reinvest into the centre and activities. Now the

club generates revenue through hall for hire, meaning club related programming has reduced. The remaining members now tend to access the centre for specific programs which interest them, rather than use the centre as a social club.

This centre is popular with private hirers, though there is some capacity to increase activity.

Proposal for NGO Management

In early 2017, an NGO informally proposed a model to Council to manage all of the City of Holdfast Bay's Community Centres in their current form (i.e. alongside existing management committees and volunteers). The NGO stated their ability to manage the centres for Council in a 'cost effective' way and that they are open to exploring a management model with Council which requires reporting against key performance indicators.

Analysing this specific proposal is not within the scope of this Framework. However, in discussing the merits and practicalities of NGO management of a Community Centre, it is important to consider that there is little to no precedent of councils outsourcing the running of their Community Centres to NGOs through a contract management approach.

Council Benchmarking of Management Models

Benchmarking of other council's Community Centres reveal that in contrast with the City of Holdfast Bay, most council's play an active role in some or all of their Community Centres, either by direct management or through partnering with an incorporated body.

Council	Number of Centres	Management Model
Adelaide City	3	3 x council run and operated.
Unley	4	2 x council run and operated. 1 x Incorporated body. 1 x partnership with incorporated body and council.
Campbelltown	1	1 x council run and operated.
Onkaparinga	9	9 x Partnership with incorporated body and council.
West Torrens	5	2 x council run and operated. 1 x Incorporated body.
Marion	4	4 x council run and operated.
Mitcham	8	8 x council run and operated.
Alexandrina	3	3 x Incorporated body.

(Detailed benchmarking information can be found in Appendix 1)

Centre Programming

An analysis of the programming in each centre was conducted and is located in Appendix 3. In summary:

- Glenelg and Brighton's programs lack some diversity, although this is not surprising due to their older persons focus.

- More children's, youth and family programming could be justified.

- More collaboration with local groups, institutions and service providers could be justified.

- All of the Community Centres combined, cover a range of interests and age groups with their programming.

- Holdfast Bay and Glenelg North stand out as offering the most diverse range of programs.

- A greater range of programming across the centres could be justified, particularly focussing on children, youth and families. This would entirely depend on what community members indicate is needed or desired and the success each Community Centre has at trialling new programs.

Community Centre Management – Summary

- Community Centres in the City of Holdfast Bay are characterised by a strong sense of volunteerism and service to the community.

- Glenelg Community Club and Brighton Community Club no longer have the thriving membership base they once used to.

- The volunteer management committees of Glenelg, Glenelg North and Brighton Community Centres are all made up of senior citizens with no succession plan in place.

- Holdfast Bay Community Centre is the only centre in the City of Holdfast Bay which has paid staff.

- Two of the centres operate almost at capacity (It is important to note that centres cannot operate at 100% capacity, because that provides no flexibility with programming or responding to needs as they arise).

- The benchmarking revealed there is not one preferred or ubiquitous management model for community centres. In some council areas, multiple management models for centres are in place. There is no correlation between the age of facilities and the management model in place.

- Management Model 3 – NGO management – is uncommon and only in place in 3% of Community Centres in Australia.

- If Model 3 was to be pursued for the City of Holdfast Bay, an open tender process would be required. This model was previously in place in Onkaparinga's Youth Centres, and the council has transitioned the centres back to council management.

- South Australia is seeing a trend with some voluntary committees feeling overburdened with matters relating to compliance and regulation, heavily reducing their enjoyment of volunteering for the centre. In some cases, this has resulted in a 'hand back' of the facility to council.

- A greater range of programming could be justified, particularly focussing on children's, youth and family's programs.

- Increased collaboration with local institutions, service providers and organisations could increase the community value of centres.

Existing Council Support and Budget

There is inconsistency in the level of support each City of Holdfast Bay Community Centre receives. Support has been provided in some cases due to historical agreements, and has been reactive rather than proactive. Council's support of the centres is not strategic or necessarily responding to particular needs or demands.

Lease or hire agreements are negotiated individually with each centre and stipulate each party's responsibilities for utilities costs, etc. All centres can request upgrades and major maintenance and these can be put forward by Council Administration as part of the annual business planning process.

On average, Council's Community Centre Budget is $261,043 pa (based on the average of 15/16 and 16/17 actuals and the 17/18 budget).

$119,183 pa is allocated for Community Centre Coordination, which includes the salary of the Community Centre Coordinator, a budget of $11,000 for programming and $2,000 for marketing, plus some smaller budget lines. The $11,000 allocated for programming is used for a range of programs throughout the year to occur in Community Centres, including but not limited to:

- Council run Active Communities programs e.g. youth, recreation, arts and general community programs, both one-off and on-going.
- Council run programs from other departments e.g. Community Meals.
- School holiday programs.
- Supporting program trials.
- Supporting community members to trial programs.
- Program collaboration with centres (e.g. tax help program).
- One off events.

$27,320 pa is allocated to Holdfast Bay Community Centre as a grant. This agreement has been in place for many years and is not offered to other Centres. The YMCA report on this grant annually.

$14,280 is allocated towards the cleaning of Glenelg Community Centre, which is partially offset by income generated through hire fees ($9,084 in 16/17).

The remainder of the Community Centre expenditure is for maintenance and upgrades, equalling half of the total community centre budget. All of the centres have ageing infrastructure, plant and equipment that will require replacement or significant repair in the coming years.

The below tables provide more detail on Council's support and budget for the Community Centres.

Summary of Council's Support to Community Centres

	Glenelg	Glenelg North	Holdfast Bay	Brighton
Funding	N/A	Portion of utilities costs covered by Council per lease agreement.	$27, 320 administration grant paid per annum (subject to application each year and approval by Council). Water service and usage charges covered by Council per lease agreement.	N/A
Administration	External bookings managed by Council outside of Glenelg Community Club hire hours.	N/A	N/A	N/A
Maintenance	Minor and major.	Structural maintenance as per lease agreement.	Structural maintenance as per lease agreement.	Structural maintenance as per lease agreement.
Cleaning	Cleaner provided by Council ($14, 280 per annum – cleaning two days a week). All consumables provided by Council i.e. paper towels, soaps, dishwashing liquid etc.	Limited provision of some consumables e.g. paper towel.	N/A	N/A

Summary of Council Budget and Expenditure per Community Centre 2015/16 – 2017/18

	Glenelg	Glenelg North	Holdfast Bay	Brighton
Council Capital Expenses (planned) 17/18	Ventilation (workshop), kitchen & toilet fit out $70,000	Painting $23,000	Exterior cladding repairs $61,000 Exterior lighting $5,000	Nil
Council Capital Expenses 16/17	Nil	Nil	Roofing works $8,548	Nil
Council Capital Expenses 15/16	Nil	Nil	Replacement of weather boards due to wood rot $4,140 Roof replacement $34,750 Electrical fittings $1,850	Nil
Council Operating Expenses 17/18	$21,500	$9,636 Utilities and facility expenditure	$17,792 Utilities and facility expenditure $27, 320 Administration grant	$1,445 Utilities and facility expenditure
Council Operating Expenses 16/17	$13,093 Utilities and facility expenditure	$16,674 Utilities and facility expenditure	$6,571 Utilities and facility expenditure Administration grant $27, 320	$730 Utilities and facility expenditure
Council Operating Expenses 15/16	$14,122 Utilities and facility expenditure	$8,053 Utilities and facility expenditure	$23,790 Utilities and facility expenditure Administration grant $27, 320	$1,928 Utilities and facility expenditure
Total budgeted Expenses 15/16 – 17/18	$118,715	$57,363	$245,401	$4,103

Council Benchmarking of Staffing

Benchmarking across other metropolitan councils demonstrates large differences in the levels of council-funded staff positions; the City of Holdfast Bay is among the lowest in staffing levels.

Council	Number of Centres	Council Paid Staff?	Council FTEs
Adelaide City	3	Yes	3
Unley	4	Yes	5.7
Campbelltown	1	Yes	0.6
Onkaparinga	9	Yes	11.63
West Torrens	5	Yes	2.35
Marion	4	Yes	8.34
Mitcham	8	Yes, but only 1 offsite	1
Alexandrina	3	Unsure	nil
Holdfast Bay	*4*	*Yes, but only 1 offsite*	*0.8*

It is important to note, however, that Holdfast Bay Community Centre has many paid staff, funded from external grants.

Council Support and Budget – Key Points

- The majority of Council's expenses for Community Centres are for maintenance and upgrades.
- Council's expenditure on Holdfast Bay Community Centre is more than double that of any other centre. The cost of maintaining this centre is high.
- Brighton Community Centre receives minimal funding from Council.
- Only Holdfast Bay Community Centre receives a grant from Council.
- With the exception of Mitcham and Alexandrina, every council in the benchmarking sample employs staff who work out of a Community Centre. There are a multitude of benefits of having staff on site such as the fact that the facility remains open to the public during business hours, community members are more likely to 'drop in', staff can observe first-hand the community's reaction to different programs and activities, amongst other outcomes.
- Other Council's expenditure on staffing is significantly more than Holdfast Bay.

Community Centre Income

Many Community Centres across South Australia make use of similar funding streams to run programs and activities. These funding streams are competitive and provide program-specific funding, rather than 'core' funding for paid staff. (*A more in-depth explanation of funding streams is provided in Appendix 5.*)

City of Holdfast Bay Community Centres' Current Income Sources

Funding	Glenelg Community Club	Glenelg North	Holdfast Bay	Brighton
Club membership fees	✓	✗	✗	✓
Hire fees	✗	✓	✓	✓
Social enterprise i.e. craft shop and cafe	✓	✗	✓	✗
Council contributions	✗	✗	✓	✗
Work for the Dole	✗	✓	✓	✗
Community Home Support Program	✗	✗	✓	✗
Adult Community Education	✗	✗	✓	✗
Department for Communities and Social Inclusion	✗	✗	✗	✗
Grants SA	✗	✗	✗	✗
Flexible Learning Options	✗	✗	✗	✗
One-off funding e.g. National Science Week, Council's Community Donations Program	✗	✓	✓	✗

Commonwealth Home Support Program (CHSP)

CHSP funding aims to help older people stay independent and in their homes and communities for longer.[5] Service providers who currently receive CHSP funding are receiving an extension to their funding agreements until 2020. It is yet unclear what will happen beyond this date, as the Commonwealth Government looks to remove the amount of services 'block' funded and more towards a client directed, user pays model of care.

This funding has been relied on heavily by Community Centres and represents a significant change for clients as well as funded organisations. This poses a sustainability dilemma for many community centres that rely on this block funding to provide programs for this age group, and to employ many of the staff within centres. The Holdfast Bay Community Centre utilises CHSP funding to provide many of its programs.

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5 Australian Government, 2017, Commonwealth Home Support Programme, https://agedcare.health.gov.au/programs/commonwealth-home-support-programme

In preparation for this funding change, the YMCA have undertaken business planning to ensure their current CHSP funded programs at Holdfast Bay Community Centre can be sustainable in a user-pays environment.

Income – Key Points

- The Community Centres which are volunteer-run are largely not accessing grant funding.
- Holdfast Bay Community Centre accesses a number of grants and funding streams.
- Grant funding for Community Centres, particularly in areas of socio-economic advantage, are becoming more and more competitive.
- Community Centres across the state may experience financial hardship if CHSP 'block funding' ceases. For Holdfast Bay Community Centre this may mean a large gap in income and possible reduction in staff.

Building and Land Assets

The below table presents information about each of the Community Centres buildings and their strengths and weaknesses.

Centre	Land Size	Hire Spaces	Strengths	Weaknesses
Glenelg Community Centre	518m2	• 1 large hall with wooden floors. • 2 small activity rooms. • 1 small kitchen available to all hirers. • 1 craft shop and 1 office onsite but currently not hireable spaces.	• High profile location means it is utilised for community and tourism events. • Great public transport links. • Next to greenspace. • Next to Glenelg Library. • Part of main street precinct.	• Difficult to have concurrent activities due to noise carrying into other rooms. • Woodworking area is too small. Small rooms are inflexible. • Dark and dated interior and furnishings. Run down. • Lacks natural light. • Difficult to expand with current building configuration.

Centre	Land Size	Hire Spaces	Strengths	Weaknesses
Glenelg North Community Centre	1061m2 4502m2 (Carpark & Reserve land)	• 2 separate good sized halls, one carpeted floor and one wooden. • 1 small conference room. • 2 small kitchens available to all hirers.	• Well maintained. • Flexible rooms. • Good car parking. • Collocated with other community facilities i.e. veteran's shed, kindergarten, community garden creating a community 'hub'. • Solar PVC panels and rainwater tanks. • Bus stop nearby.	• Dated furnishings. • Visibility poor from street due to orientation. • Low profile location.
Brighton Community Centre	1262m2 Land 643m2 Building	• 1 very large open plan hall area in an 'L' shape, used as two spaces. • 4 small and 2 medium sized activity rooms, some with room dividers, and some with doors. • Medium size office space currently not hireable.	• Well maintained. • Good sized main hall with sprung dance floor. • High profile location with public transport links (train and bus).	• Dated décor and furnishings. • Unable to undertake concurrent activities due to room dividers not being sound proofed. • No onsite car parking. • No opportunity to expand building.

Centre	Land Size	Hire Spaces	Strengths	Weaknesses
Holdfast Bay Community Centre	5229m2	• Medium-sized craft building with kiln • large main hall with wooden floors • 5 small-medium activity rooms • Separate children's building with kitchen	• Due to the layout of the centre, a range of activities can occur concurrently however the centre is difficult to navigate. • Main hall is highly utilised and is the largest hall of all the centres. • Commercial kitchen and café. • Good amount of office space • Well located on distributor road. • Reasonable amount of car parking and close to public transport (bus and train). • Bright, light and modern décor. • Solar PVC panels.	• Well maintained although cost of maintenance is high due to wood rot in weatherboard. • Underutilised open space on southern boundary.

Council Benchmarking of Facility Provision

(Further detail can be found in Appendix 1)

Council	Number of Centres	Population/ number of centres[6]	Age of Facility
Adelaide City	3	7,354	12-20 years old
Unley	4	9,429	40-140 years old
Campbelltown	1	50,159	18 Months old
Onkaparinga	9	18,529	3 – 30 years old
West Torrens	5	11,579	4 – 30 years old
Marion	4	22,154	28 – 50+ years old
Mitcham	8	8,100	40 – 50+ years old
Alexandrina	3	8,623	3 – 20 years old
Holdfast Bay	*4*	*8,840*	*20 – 50 years old*

Building and Land Assets – Key Points

- The Holdfast Bay Community Centre site is more than four times the size of any of the other centres properties. This Council asset could potentially with redevelopment provide many more opportunities for community development programs, provide modern space for hire, and services to meet the needs of a diverse range of community members well into the future.

- Glenelg Community Centre's land value is high for its small footprint. It is well positioned for events and has tourism potential but the inflexible layout makes concurrent activities difficult.

- All centres are dated. Glenelg and Brighton lack natural light. Glenelg, Glenelg North and Brighton have dated furnishings and interiors. Holdfast Bay, whilst also dated, has a good amount of natural light and modern furnishings.

- All of the centres are unique and all differ in layout although none are purpose built.

- All of the centres are well located and well connected to public transport.

- Glenelg North and Holdfast Bay Community Centres are the only centres with adequate free onsite car parking.

- Out of a possible nine, the City of Holdfast Bay has the fourth highest provision of Community Centres per head of population.

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[6] Australian Bureau of Statistics, 2016, Census of Population and Housing, www.abs.gov.au

Community and Stakeholder Engagement

A number of community engagement exercises have occurred since 2015 which inform this framework.
(A complete summary of community engagement is included Appendix 6.)

Date	Engagement	Detail	Response
2015	Hirer Survey	A survey of the hirers of each of the Community Centres.\n\nBrighton Community Centre did not participate.	Glenelg north – 100% response rate\nHoldfast Bay – 79% response rate\nGlenelg – 79% response rate\nBrighton - nil
2015	Ideas Forum	A series of informal online Your View Holdfast Forums.	100 contributions
May 2017	Community Survey	A survey about Community Centres available in paper copy, online on Your View Holdfast and conducted face to face in a number of locations.	97 responses
Aug 2017	Management committee and staff workshops	Workshops were held at each Community Centre with the volunteers and staff responsible for centre management.	100%
Sept 2017	User Survey and Non-User Survey	2 surveys available in paper copy and online on Your View Holdfast.	53 responses
Sept 2017	Shape Your Community Centre Workshop	A workshop available to the public and widely publicised.	15 attendees
Sept 2017	One on one meetings	Meeting one on one with a number of residents on request, as well as key stakeholders.	7 meetings
Nov 2017	One on one meetings and written submissions.	Meeting one on one with each Community Centre to discuss the findings and draft recommendations. Following that, a two-week period was provided for written comments.	4 meetings.\n\n4 submissions received.

Appreciation of Centres

- There was a high level of community awareness of Glenelg North and Holdfast Bay Community Centres, and very little awareness of Glenelg or Brighton Community Centres. This highlights the need for promotion of centres but also that they are not inspiring or engaging residents if there is no 'word of mouth' spreading.
- Community members appreciate the service community centres provide but there is room for improvement in people's satisfaction levels with Community Centres.

Role of Community Centres

- Community Centres are more than just Halls for Hire they are not the same thing Community Centres promote social interaction, community connection and carefully selected programs and hirers which respond to local needs.
- Community members wanted centres where they feel comfortable to 'drop in'.
- Community members desire an intergenerational centre, not a centre focussed on a specific age group.
- There is community appetite for a multi-purpose space, which could incorporate businesses, organisations and community services.

Centre Management

- People's attitudes to volunteering and joining clubs has changed, making board positions extremely difficult to fill.
- Some community members mentioned that the need for club membership was a barrier to them accessing Community Centres.
- Centres should be run by paid staff, with volunteers assisting with specific projects or aspects of running the centre.
- Centres want to collaborate more, although some volunteers feel they do not have the energy to take on more responsibility.
- Some of the volunteer-run centres recognise there are opportunities to improve but do not have the capacity to do it themselves.
- It is important to have and maintain low hire fees.

Facilities

- Small, quiet rooms, are just as important as large spaces.
- Car parking was a concern for each centre.
- There is much demand for community gardens and outdoor spaces at Community Centres.
- There is demand to modernise and upgrade the centres.
- Community members mentioned the need for a lounge or social area in centres where people can drop in, meet their friends, or meet new people.

Programming

- Community members want Community Centres with flexible opening hours and evening and weekend programs.
- Community members want programs for different age groups and interests.
- The community has endless ideas for new programs, activities and events.
- People want Community Centres to collaborate and network with one another.

Trends and Opportunities

The Community of Holdfast Bay

35,368 people live in the City of Holdfast Bay. Between 2011 and 2016, there has been a 10.8% increase in the number of 0-9 year olds in the City, to 3,144, compared to a 6.8% increase in greater Adelaide. Conversely, the City of Holdfast Bay's population is ageing more than greater Adelaide. The City also has the highest proportion of people aged over 90 than any other local government area in South Australia, at 700 people, or 2% of the population.

71% of the City of Holdfast Bay's residents are Australian-born and 10% were born in the United Kingdom, both higher proportions than greater Adelaide. The great majority of Holdfast residents speak English at home (84%). 1.3% of the population speak a Chinese language at home, 0.9% speak Greek or an Indian language. 0.8% speak Italian.

The City of Holdfast Bay is socio-economically advantaged with a higher total weekly personal income than Greater Adelaide.[7]

Baby Boomers

In 2011 the City of Holdfast Bay and Flinders University partnered to undertake a project to assist Council to respond to the emerging needs of Baby Boomers. The report, titled *Growing Older in the City of Holdfast Bay: Baby Boomers and Beyond* found:

- Baby Boomers can expect to live a quarter of their life in retirement, and want to spend those years being productive and doing fulfilling things.

- Sometimes described as the 'Sandwich Generation', Boomers may be looking after their children as well as their parents, and as such may be time poor.

- Boomers in the report expressed their desire to learn and experience new things and to not be passive in their retirement.

- The Boomer generation may contribute to volunteering later in life, as they will retire later and have the pressures of the 'sandwich' generation. This also means there will need to flexibility in volunteering roles.

- The study also uncovered comments about the desire for facilities and multiple services to be on one site. 'I want library and community centres together… put all the stuff together', was the comment of one participant. Another mentioned that they wanted health and community services in one location.

Volunteerism

There is the potential for retiring Baby Boomers to create a 'golden age of volunteering' over the next decade. However, the structure of these volunteering roles may need to change due to Baby Boomers' high expectations and intelligence. [8]

Many service clubs which used to enjoy large and loyal membership are declining in numbers. Rotary Clubs, for instance, have lost 16% of their membership in the last eight

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[7] Australian Bureau of Statistics, 2016, Census of Population and Housing, www.abs.gov.au
[8] Probono Australia, 2010, *Baby Boomers "The Golden Age of Volunteering"*, https://probonoaustralia.com.au/news/2010/10/baby-boomers-the-golden-age-of-volunteering/

years.[9] In the case of some clubs connected with Community Centres, there has been a growing trend for boards to hand back operations to councils, and volunteer at the centre through other means.

The South Australian Active Ageing Research Cluster report of volunteering amongst Baby Boomers found that volunteering was close to the bottom of the list of time commitments, after family events, socialising with friends, household duties, gardening, cultural events, travel, clubs or activities and sporting activities. However, of those surveyed, many hoped that they could increase the amount of time spent volunteering. 77% of the healthy Baby Boomers who will retire in the next 5-15 years reported they expect to volunteer. [10]

The Rise of Local and Micro Business

In the McCrindle Top 5 Trends for 2017, 'The Rise of Local' and 'The Gig Economy' both feature. 'The Rise of Local' refers to the fact that Australian cities are becoming cities of villages or regions where residents live, work and interact, rather than people living in the suburbs and CBD commuting. This may see increased interest in local clubs, venues and community groups.

'The Gig Economy' refers to a rising number of people who take on work through job related apps or websites, such as www.freelancer.com. The proportion of Australians working on a part-time or casual basis has tripled from 1 in 10, to more than 3 in 10. Generations Y and Z generally value flexibility and opportunity over job security. [11]

Micro businesses that employ four or less staff make up the majority of Australian businesses. In June 2016, there was 1.2 million sole trader businesses in Australia, which increased by 32,000 from two years earlier.[12] Seniorpreneurs, that is, entrepreneurs over 55 years of age, make up 34% of new businesses. Seniorpreneurs are the fastest growing segment of entrepreneurs and provide a new lease on life to people who have only ever worked for big companies.[13]

Co-working spaces, generally utilised by small business, technology-focussed businesses and artists, have increased to twenty-four spaces in Adelaide, fourteen of which are in the CBD. The closest coworking spaces to the City of Holdfast Bay are in the Tonsley Innovation District.[14] One of the main benefits of coworking for sole traders is that it provides community connectedness, which can then lead to increase productivity.

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[9] Cairns Post, 2016, *Rotary's battle for survival with ageing and declining membership,*
 http://www.cairnspost.com.au/business/rotarys-battle-for-survival-with-ageing-and-declining-membership/newsstory/ac0e2ef48d72b08bba40e6bc9195e573
[10] South Australian Active Ageing Research Cluster, 2012, *South Australian Active Ageing Research Cluster Baby Boomer Survey,* University of Adelaide Population Research and Outcome Studies
[11] McCrindle Pty Ltd, 2017, The Top 5 Trends for 2017, http://mccrindle.com.au/the-mccrindle-blog/the-top-5-trends-for-2017
[12] The Australian, 2017, *Australia a nation of small businesses,* http://www.theaustralian.com.au/business/opinion/bernard-salt-demographer/australia-a-nation-of-small-businesses/news-story/a73834c0f227f0d0a83f0aefb3e8ff3b
13 Huffington Post, 2016, *Seniorpreneurs: Australia's faster growing segment of new business owners,* http://www.huffingtonpost.com.au/2016/04/07/seniorpreneurs-australia-business_n_9638002.html
[14] Coworking South Australia Association, 2017, Find a Space, https://coworkingsa.org.au/

30 Year Plan for Greater Adelaide

The 30 Year Plan is a state government document which provides a planned approach to population growth by reducing the sprawl of Greater Adelaide and increasing urban infill, particularly on key arterial roads. The plan has influenced the raising of building height limits across Adelaide, which has most visibly impacted areas such as Jetty Road, Glenelg with medium to high density building developments. An increase in dense development will increase the demand on community infrastructure and social services.

Council Plans

Jetty Road Masterplan

A planning process is currently underway for Jetty Road, Glenelg, to increase the amenity, public space and accessibility for the area. The Masterplan also includes a possible relocation of the tram line to Colley Terrace.

Alwyndor Aged Care

Alwyndor is uniquely positioned in that it is the only local government-owned aged care facility in the metropolitan area. It is a residential aged care facility, which also runs programs and services which are available to the broader community to attend. Alwyndor is keen to break the stigma associated with aged care, become a leader in active ageing and for residents to view it as a community facility. Alwyndor's focus is generally on people aged 75+ but would like to broaden its approach to people aged 55+.

Proposed Brighton Oval Redevelopment

Council is currently seeking State and Federal Government funding for an upgrade of facilities at Brighton Oval, which will incorporate upgraded club rooms and facilities for a range of different sporting clubs and groups as well as hireable community spaces.

Strategic Alignment

The Community Centres were analysed against the goals in the City of Holdfast Bay Strategic Plan, as well as related policies and strategies.
(The complete analysis of Council's strategies is located in Appendix 6).

Community centres as they are presently, are currently not meeting many of Council's strategic objectives. This is not a judgement of the management of the centres, as they are not currently expected to report against any key performance indicators or otherwise as part of their lease/ hire agreements. Room for improvement is justified in the areas of:

- Community satisfaction and responding to community needs.
- Receiving adequate funding to undertake their activities.
- Data collection, evaluation and continuous improvement.
- Focus on community across the life course.
- Partnerships across community centres and with service providers.
- Valuing volunteers.

The Community Centres as a whole, are currently meeting the goals of:

- Providing affordable facilities.
- Focussing on older people.
- Increasing resident wellbeing.
- Minimising social isolation.

Trends and Opportunities - Key Points

- Baby Boomers want to be active in their retirement and continue learning.
- The structure of volunteering roles will need to be flexible as more baby boomers retire.
- Many service and social clubs are experiencing declining membership.
- There will be a rise in people living, working and spending locally and this is coupled by an increase in home-based and microbusinesses.
- Urban infill and an increase in medium- high density housing will result in an increase in demand and use for community facilities.
- The proposed Brighton Oval redevelopment, if funded, will provide the opportunity for community groups to hire the facility dependent on final design and suitability.
- There are opportunities for the Council and Community Centres to collaborate with Alwyndor, utilising Council's unique position in owning an aged care facility. This could involve using many of its facilities such as its community shed and leveraging its resources, such as its 50+ volunteers.
- Council has room for improvement in how it supports community centres to achieve its Strategic Plan and other strategic goals.

Community Centres Strategic Framework

2030 Strategic Plan Priority: Community - A Healthy, Creative and Connected Community
- Providing welcoming, accessible facilities.

Vision: The community is connected by centres which are inclusive, engaging, inspiring, modern and sustainable.

Objectives:

The City of Holdfast Bay's community centres will:
- celebrate and support the diversity of the community across ages, cultures, socioeconomic status, and interests,
- provide a place for unstructured and structured socialising and connection,
- coordinate a program of carefully considered activities, events and hirers,
- provide low cost hire spaces to meet community needs and interests as they arise,
- provide high quality, modern facilities for a range of hirers, interests groups, service providers and others,
- support the community and service providers to deliver programs or undertake projects which respond to community strengths and needs, and
- coordinate opportunities for the community to drive and influence the goals, programming and future directions of the centre.

Facility Provision Strategies for Continuous Quality Improvement

Strategy	Strategy Outcome	Rationale
1. That the City of Holdfast Bay undertake a program of asset improvement and redevelopment to provide modern, fit for purpose, multi-purpose community centres.	• A multi-purpose community centre emphasises a place which is welcoming for all ages, supports a diverse range of programs and groups in the centre, service providers are collocated in, or visit the centre, and other community facilities such as a library or garden could be on site.	• Appendix 8 provides a range of examples of multi-purpose Community Centres, namely Cooinda Neighbourhood Centre, Boyd Community Hub, and the proposed Original Town Hall.
2. Increase the recurrent budget allocation for centre refurbishment and upgrades.	• Modernisation or redevelopment to identified facilities.	• The existing community centres are inflexible, ageing, not fit for purpose and have dated décor and furnishings.
3. Retain Glenelg Community Centre due to its high-profile location, and consider undertaking a Masterplan process to determine possibilities of a multi-purpose community hub incorporating the library, open space and visitor facilities.	• A welcoming centre for all ages, interests and abilities. • A centre best placed for an increase in residents in the area as well as visitors. • Leveraging Council resources and collaborating across Council departments.	• Community engagement revealed a desire for modern, tech-savvy, intergenerational multi-purpose community spaces. There are many precedents for multi-purpose Community Centres, where service providers, different hirers, flexible programming and co-location of a library can take place. (See Appendix 8)
4. Retain and undertake a program of upgrades to Glenelg North Community Centre.	• Continue to increase the community satisfaction and engagement with the community hub. • Improve the existing facilities to provide a modern and inspiring community space.	• High level of community satisfaction and engagement with the centre. • Ideal location as part of a hub (next to other community services, groups and open space).

Strategy	Strategy Outcome	Rationale
5. Retain and undertake a Masterplan process for Holdfast Bay Community Centre.	- Continue to increase the community satisfaction and engagement with this centre. - Utilisation of the land size to its full capacity. - Investment in a community centre for future generations. - Efficient use of council resources due to reduced maintenance costs.	- High level of community satisfaction and engagement with the centre. - Large land size provides the best opportunity for a purpose-built Community Centre in the City. - Community engagement revealed a desire for modern, tech-savvy, intergenerational multi-purpose community spaces. There are many precedents for multi-purpose Community Centres, where service providers, different hirers, flexible programming and co-location of a library can take place. (See Appendix 8) - High cost of maintenance of Holdfast Bay Community Centre.
6. Consider alternate use or disposal of Brighton Community Centre.	- Efficient use of Council resources. - Council's investment becomes focussed on nearby community facilities. - Focus on providing modern facilities for future generations.	- Lack of community engagement with Brighton Community Centre. - The centre has an inflexible layout and lack of redevelopment potential. - Holdfast Bay, Brighton Community Centre and Brighton Oval are all in close proximity, providing the opportunity to consolidate facilities and relocate hirers and user groups.

Management and Funding for Continuous Quality Improvement

Strategy	Strategy Outcome	Rationale
7. Community Centres to transition to Council management over the long term (6-10 years). This model can incorporate partnerships and/or hire agreements with NGOs and incorporated bodies.	Council management will provide the ideal environment for: • collaboration across the centres and other areas of Council, • delivering on the goals in the Strategic Plan and other strategies, • long term sustainability, • leveraging of Council resources such as volunteers, community engagement mechanisms, promotion, etc, • trialling of new programs, hirers and partnerships with service providers, • data collection, ongoing evaluation and continuous quality improvement, • creating multi-purpose Community Centres, for a range of ages, interests and needs, responsive to the local community and not hindered by funding limitations. These outcomes can only be achieved if the transition process is consultative and collaborative with the current management committees, staff and the community.	• Community Centres run by incorporated bodies may face financial hardship as grant funding streams change and become continually more competitive. This will significantly impact the level of programming in Community Centres and their staffing levels. • Several South Australian Community Centres run by incorporated bodies have transitioned to council management (due to mounting pressures of compliance, legal matters, risk management, etc.), with trends indicating more will do so. • It is very uncommon for Community Centres to be run solely by volunteers. This is not sustainable now nor into the future. • Many of the thriving, best practice Community Centres are run by councils, for example Cooinda Neighbourhood Centre (*see Appendix 8*), Unley Community Centre, Adelaide South West Community Centre, etc. • It is uncommon for a non-government organisation to tender for and then enter into a management agreement to manage a community centre. • Community Centres have room for improvement in their alignment with council's strategic directions, particularly the Community Centre Policy.

Strategy	Strategy Outcome	Rationale
8. As Community Centres transition to Council management, incorporate two Community Development Officers at MOA 4/5 level, an additional Customer Service Officer at MOA 2 level, and additional income to support programming over time.	• Council increases its investment to two Community Development Officers to be located at Glenelg North and Holdfast Bay Community Centre. • Customer service for the centres to be shared across 1 FTE at MOA 2 level. • Staffed community centres mean the community value of the centre is lifted, because it becomes a place where you can 'drop in'. • Adequate staffing levels and funding will ensure a quality community service is delivered.	• Skilled staff can undertake authentic community development processes to develop programs, facilities and plans for the centre. A small programming budget will support this process. Authentic community development processes take time and require sustainable resourcing to undertake projects which meet a community need. • Community engagement revealed a desire for paid, skilled community development staff to run the centres. • The community want the profile and their satisfaction of community centres to be raised.
9. Community Advisory Groups to be established in each centre as they are transitioned to Council management.	• Community members are part of the decision-making process for Community Centres and Community Centres are responsive to their local communities. The exact format and structure of these groups should be determined through community engagement.	• Community engagement revealed people wanted to shape the Community Centres and had many ideas and suggestions. • The current model of engagement through voluntary boards is not suitable for everyone.
10. Provide opportunities for centre current volunteers to become Council volunteers.	• Volunteers are supported by Council's Volunteer Coordinator and Council's policies and procedures. • Volunteers are valued.	• Volunteers continue to be vital to the running of Community Centres across Australia. • Partnering with the current volunteers to transition the centre to Council management will ensure knowledge and skills are transferred, and do justice to the years of volunteering.

Recommended Action Plan

	Short (1-2 years)	Medium (3-5 years)	Long (6-10 years)
Glenelg	• With the possible cessation of the Glenelg Community Club, the Community Centre Coordinator to foster partnerships with new regular hirers and/or resident groups, service providers, community-oriented businesses, etc., with the aim of creating a multi-purpose centre. • Establish Community Advisory Group. • Consider placing existing Council staff/s to work within the Community Centre so the centre becomes known as a staffed public facility, open for all. • Undertake a program of facility upgrades to modernise the centre.	• Undertake a program of facility upgrades to modernise the centre.	• Undertake a Masterplan process for Glenelg Community Centre, possibly incorporating integration of open space and the library as well as visitor facilities.
Glenelg North	• Review lease agreement in 2019 to promote certainty and security for the community. • Undertake a program of facility upgrades to modernise the centre. • Establish Community Advisory Group.	• Undertake a program of facility upgrades to modernise the centre.	• To further enhance the Glenelg North Community Centre Hub, undertake an upgrade of the play space and outside area, incorporating furniture and shade structures for community use as well as for centre programming.
Holdfast Bay	• Review lease agreement in 2019 to promote certainty and security for the community. Renew lease with YMCA if appropriate. • Retain and enhance the centre. • Subject to Council's overall Strategic Property review, undertake a masterplan process for Holdfast Bay Community Centre.	• Investigate funding options and undertake detailed designs for a new community centre. • New centre construction could begin in this timeframe, subject to funding.	• Council to manage new centre. • Establish Community Advisory Group.

	Short (1-2 years)	Medium (3-5 years)	Long (6-10 years)
	• Council to undertake a Masterplan process (including a facility condition audit) for a new purpose-built centre.		
Brighton	• Do not renew lease with Brighton Over 50's Social Club after 2019. • Redevelop or dispose of site. • Relocate hirers to other Council facilities including possible redeveloped Brighton Oval.		
All	• Establish Council Community Centre volunteer positions, commencing placement of volunteers at Glenelg Community Centre. • Further the program gap analysis conducted as part of this Framework, to guide future programming and centre directions. • Further the funding analysis and research, including for grants to fund masterplan processes. • Establish a booking system for all centres which also allows for data collection. It is acknowledged that Holdfast Bay Community Centre already utilise a system with the capacity to be shared across all centres. • Develop practical ways, in consultation with Community Centres, to acknowledge and celebrate the history of the centres and the legacy of their volunteers.	• Establish key performance indicators for centres through a collaborative process with Council and Community Advisory Groups. • Establish a marketing strategy for the Community Centres to raise the community profile of the centres.	

Resource Implications

Short Term

The short term recommendations would be coordinated within the existing resources of the Community Centre Coordinator role.

The recurrent budget allocation for centre refurbishment and upgrades is recommended to increase, more consideration needs to be given to exact costings. A facility upgrade program for Glenelg and Glenelg North will have 2018/19 budget implications. The scope of facility upgrades requires more consideration however priority could be given to new furnishings, interior and exterior painting, and signage.

Dependent on the outcome of Council's Strategic Property Review, consideration be given to undertaking a masterplan for Holdfast Bay Community Centre. This would have 2018/19 budget implications.

Establishing a shared booking and data collection system may have 2019/20 budget implications.

Medium Term

If Community Centres transition to Council management, additional staffing and funding would be required to assist with customer service, administration and provide community development and support to volunteers.

Through the medium and long term, it is proposed that 2 Community Service Officers be employed to provide on-site management and coordination for the centres as they transition to Council management.

Dependent on the outcome of Council's Strategic Property Review and the outcomes of the masterplan, construction of a new Holdfast Bay Community Centre will need to be factored into Council's long term financial plan, the exact impact will be dependent on possible federal or state funding support and the scale of the proposed works.

Long Term

Through the medium and long term, it is proposed that 2 Community Service Officers be employed to provide on-site management and coordination for the centres as they transition to Council management.

Undertake a masterplan for Glenelg Community Centre precinct that will have budget implications for concept plans and consultation.

Upgrading the play space and outside area at Glenelg North Community Centre is estimated at $100,000.

Cost Projections of Suggested Management Model

Item	Current Management Model	Suggested Management Model	Suggested model – Cost difference
Salaries ^ Including Leave Loading	Community Centre Coordinator Level 5/0.8 FTE $68,714	2 x Community Service Officer - Level 4/0.8FTE $59,885 1 x Community Centre Coordinator - Level 5/0.8 FTE $68,714	Total: +$119,770
Superannuation	$6,441	$17,675	Total: +$11,234
Grants	$27,320 to HBCC	N/A	-$27,320
Programming budget#	$11,500	$35,000	+$23,500
Marketing#	$2,000	$6,000	+$4,000
Other incidentals	$1,768	$5,304	+$3,536
Total	**$117,743**	**$252,463**	**Total Variation: +$134,720**

^ All salary figures are per the current Enterprise Bargaining Agreement at 10 November 2017. Salary costs total the increase over long term. Action plan suggests one CDO for medium (3-5 years) and one CDO and one CSO long term (6-10 years).

Programming and Marketing budgets are based on current budget increased to three centres and will need further investigation and cost projection. The costs associated with the proposed model would be increased incrementally to adjust to transition to relevant management models.

The indicative costs provided above do not take into account potential revenue streams. A number of grant funding options are available which if successful could offset some costs associated with staffing and program development. In addition, increased revenue from program fees and external hirers would also assist in counterbalancing these costs.

An open and transparent tender process would be required for a contract management alternative. Tender for management of the centres would comprise all costs being outsourced including (but not limited to): Overall management fee, staffing costs, marketing, community engagement, program development, volunteer management, risk management, insurances, grant application and reporting requirements, continuous improvement, data collection and evaluation processes. All building maintenance and upkeep fees, utilises and consumables would be negotiated under the contract agreement. Indicative costs are difficult to project prior to a tender process.

Outsourced management costs for a centre may be dependent on the external grant funding of the organisation. E.g. Cessation of DCSI or CHSP funding.

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Appendix 1 – Council Benchmarking

Adelaide City Council

Number of centres	3
Age	12 – 20 years old
Opening hours	North Adelaide Community Centre Mon – Fri: 10:00am – 4:00pm Adelaide South West Community Centre Mon, Wed, Fri: 9:00am-5:00pm. Tue: 9:30am-5:00pm Box Factory Community Centre Mon – Fri: 4:00pm-7:00pm
Specific focus?	No
Use by hirers and user groups	60
Volunteers per week	10 per centre, in reception, administration and facilitation roles
Management model	Model 1 – Council owned and managed
Council support?	All income and expenditure covered by council
Standalone or hubs?	North Adelaide Community Centre is collocated with a library Box Factory and South West are standalone
Marketing	Social media Website Flyers Newsletters Letterbox drop Emails

City of Unley

Number of centres	4
Age	Fullarton Park Community Centre - Building is dated mid-1800s, centre since 1960s
	Unley Community Centre -Purpose built Community Centre since 1960s
	Clarence Park Community Centre -Building is dated 1920s, centre since 1950's
	Goodwood Community Centre -Purpose built Community Centre since 2000
Opening hours	Fullarton Park Community Centre Mon-Fri: 8:30am – 5:00pm
	Unley Community Centre Mon, Tue, Thu, Fri: 8:30am – 4:30pm
	Clarence Park Community Centre Mon-Thurs: 9:00am-3:00pm, Fri: 9:00am-12:00pm
	Goodwood Community Centre Mon-Fri: 8:00am – 5:00pm
Specific focus?	Unley Community Centre has an over 50's focus but still has intergenerational programming and hirers
Use by hirers and user groups	Fullarton Park Community Centre -74%
	Unley Community Centre - 45%
	Clarence Park Community Centre -74%
	Goodwood Community Centre -47%
Volunteers per week	Not provided
Management model	Unley Community Centre and Fullarton Park Community Centre operate under Model 1 – Council owned and operated
	Clarence Park Community Centre operates under Model 2
	Goodwood Community Centre operates under Model 3
Council support?	For Unley Community Centre, Clarence Park Community Centre and Fullarton Park Community Centre all income and expenditure is covered by council
	For Goodwood Community Centre council cover facility maintenance and operation costs
Standalone or hubs?	Goodwood Community Centre is on the same site as the Goodwood Library

City of Unley (cont)

Marketing	Annual printed program promoting the 3 Council-run centres
	Access to fortnightly column in Messenger press
	Promotion within quarterly council publications
	Email database
	Signage on fences etc
	Posters and flyers to community centres and libraries
	Social media

Campbelltown City Council

Number of centres	1
Age	Only a few weeks old
Opening hours	Tues: 10:00am – 1:00pm, Thu: 10:00am – 2:00pm, Fri: 10:00am – 2:00pm
Specific focus?	No
Use by hirers and user groups	16 hours per week
How many volunteers do you have per week?	0
Management model	Model 1 – Council owned and managed
Council support?	One paid worker developing the centre 'from scratch'
Standalone or hubs?	Collocated with Community Arthouse
Marketing	Still in development
	GPs
	Messenger
	Social Media
	Word of Mouth

City of Onkaparinga

Number of centres	9
Age	Aldinga Community Centre -28 years
	Aberfoyle Community Centre - 30 years
	Christie Downs Community House - 23 years
	Coromandel Community Centre - 20 years
	Hackham West Community Centre - 35 years
	Reynella Neighbourhood Centre - 26 years
	Seaford Community Centre -30 years
	Woodcroft Morphett Vale Community Centre - 29 years
	Neporendi Community Centre - 3 years
Opening hours	Aldinga Community Centre 27 hours Community Development Officer (CDO), 19 hours Community Development Support Officer (CDSO), 25 hours Admin Officer (employed by the centre, separate incorporated body), 6 hours bookkeeper
	Aberfoyle Community Centre 27 hours CDO, 14 hours CDSO, 16 hours Admin, 7 hours bookkeeper
	Christie Downs Community House 30 hours CDO, 15 hours CDSO, 6 hours Admin, 7 hours bookkeeper
	Coromandel Community Centre 27 hours CDO, 24 hours CDSO (10 hours employed by the centre, separate incorporated body)
	Hackham West Community Centre 27 hours CDO. 18 hours CDSO, 20 hours Operations Manager (employed by the centre, separate incorporated body), 25 hours bookkeeper. Up to 25 staff for individual programs
	Reynella Neighbourhood Centre 27 hours CDO, 14 hours CDSO, 6 hours CDSO (employed by the centre, separate incorporated body)

City of Onkaparinga (cont) Opening hours cont.	Seaford Community Centre 27 hours CDO, 14 hours CDSO, 18 hours Admin, 6 hours bookkeeper (employed by the centre, separate incorporated body)
	Woodcroft Morphett Vale Community Centre 27 hours CDO, 14 hours CDSO, 15 hours hall hire officer, 6 hours bookkeeper (employed by the centre, separate incorporated body)
	Neporendi Community Centre 37.5 hours CDO, 37.5 CDSO, 4 hours bookkeeper (employed by the centre, separate incorporated body)
Specific focus?	2 positive ageing centres
	3 youth centres
Use by hirers and user groups	Varies enormously
How many volunteers do you have per week?	750
Management model	Model 2 – incorporated body management with council staff
Challenges with model?	Management Committees understanding their legislative responsibilities under the Incorporations Act
	Management Model may change due to requirements of Australian Service Excellence Standards to receive DCSI funding
Council support?	Operation grants, paid staff, maintenance
Standalone or hubs?	All standalone except Woodcroft which is collocated with a library
Marketing	Social media
	Separate websites
	Council coordinates some marketing
	Newsletters

City of West Torrens

Number of centres	5
Age	Thebarton Community Centre -4 years
	Plympton Community Centre - 30+ years
	Reedbeds - 20 years
	Camden Community Centre - 20 years
	Western Youth Centre - 15 years
Opening hours	Thebarton Community Centre Mon-Fri: 8:30am-5:00pm
	Plympton Community Centre Mon-Thu: 8:30am-5:00pm
Specific focus?	Yes, Plympton Community Centre has an Active Ageing focus
Use by hirers and user groups	Thebarton Community Centre 50-70 hours per week
	Plympton Community Centre 35-50 hours per week
How many volunteers do you have per week?	5
Management model	Model 1 – Council owned and operated Thebarton Community Centre Plympton Community Centre Model 3 Incorporated Body Management with Centre Staff Reedbeds Western Youth Centre
Challenges with model?	Resource-heavy
Council support?	Model 1 – all expenditure and income
	Model 3 centres – funding and maintenance
Standalone or hubs?	Standalone
Marketing	No marketing needed for Thebarton Community Centre
	Plympton Community Centre has a newsletter page

City of Marion

Number of centres	4	
Age	Cooinda - 40 years	
	Mitchell Park - 30 years	
	Trott Park - 28 years	
	Glandore - 50+ years	
Opening hours	Cooinda	Mon – Fri: 9:00am-4:00pm, Sat: 9:00am-12:00pm
	Mitchell Park	Mon- Fri: 9:00am-4:00pm staffed
	Trott Park	Mon-Fri: 9:00am-4:00pm
	Glandore	Mon-Fri: 9:00am-4:00pm
Specific focus?	Cooinda has an older person focus but still provides for other age groups	
Use by hirers and user groups	25 hours per centre	
How many volunteers do you have per week?	25	
Management model	Model 1 – Council owned and operated	
Challenges with model?		
Council support?		
Standalone or hubs?	Cooinda leases out office space to Lutheran Community Care to run programs for new arrivals	
	Glandore is a hub with many buildings occupied by community organisations	
Marketing	Council has developed a marketing strategy for the centres with a focus on social media, Messenger press, website, newsletter	

City of Mitcham

Number of centres	8
Age	Mitcham Cultural Village - Built late 1800s
	Cumberland Park Community Centre and Westbourne Park Hall - Built 1972 and 1950's
	Hawthorn Community Centre -Built 1972
	Blackwood Community Centre - 1960s
	Mitcham Community Centre -Built in late 1800s
	Richmond Road Memorial Hall - Built 1940
	Colonel Light Gardens Institute Memorial Hall -Built 1900-1960
	Penang Hall - Built 1900s
Opening hours	No staffed opening hours Hire times: 8:00am-11:00pm, 7 days a week
Specific focus?	Hawthorn Community Centre has an ageing focus
Use by hirers and user groups	130 hours week
How many volunteers do you have per week?	7 volunteers across 3 centres
Management model	Model 1 – Council owned and managed
Challenges with model?	Resource intensive. Not enough FTEs.
Council support?	1 FTE to coordinate bookings across all centres.
	Maintenance
Standalone or hubs?	Mitcham Cultural Village and Cumberland Park Community Centre are hubs.
	The rest are standalone
Marketing	Website
	Social media
	Community news
	Messenger Press
	Printed materials
	External noticeboards

Alexandrina Council

Number of centres	3
Age	Strathalbyn Neighbourhood Centre - 1 year old
	Milang Old School House Community Centre - 20 years old
	Alexandrina Connect - 3 years old
Opening hours	No data collected
Specific focus?	No
Use by hirers and user groups	No data collected
How many volunteers do you have per week?	No data collected
Management model	Model 3 – Incorporated Body Management
Challenges with model?	Resourcing and ensuring equity
Council support?	Operational grants
Standalone or hubs?	Standalone
Marketing	Newsletters
	Social media

Appendix 2 - Usage Snapshot

Centres were asked to record the number of visitors to their centre and their postcodes for one week in September. Due to the sheer number of different hirers, postcodes for every activity in each centre were not able to be accurately collected.

Due to the manual nature of recording this data, it is highly likely that many visitors are missing from these numbers. Some centres experienced difficulty receiving numbers from some of their hirers.

In addition, due to volunteer absence, the data from Brighton is based on averaging the visitors over a fortnight from their sign in/ out book. However, postcodes are not collected as part of this existing process.

Centre	Users/Week
Glenelg	227
Glenelg North	437
Holdfast Bay	630
Brighton	285

Glenelg Community Centre provided a list of postcodes, but not the number of users per postcode:

- Glenelg South
- Ascot Park
- Somerton Park
- Hove
- Lockleys
- Novar Gardens
- Eastwood
- Edwardstown
- Christies Beach
- Springfield
- Seacombe Gardens
- Blackwood
- Payneham
- Bedford Park
- Plympton Park
- Medindie
- Belair
- Fulham Gardens
- Glenside
- Mile End South
- Warradale

Suburbs Collected for Holdfast Bay Community Centre

Suburbs Collected for Glenelg North Community Centre
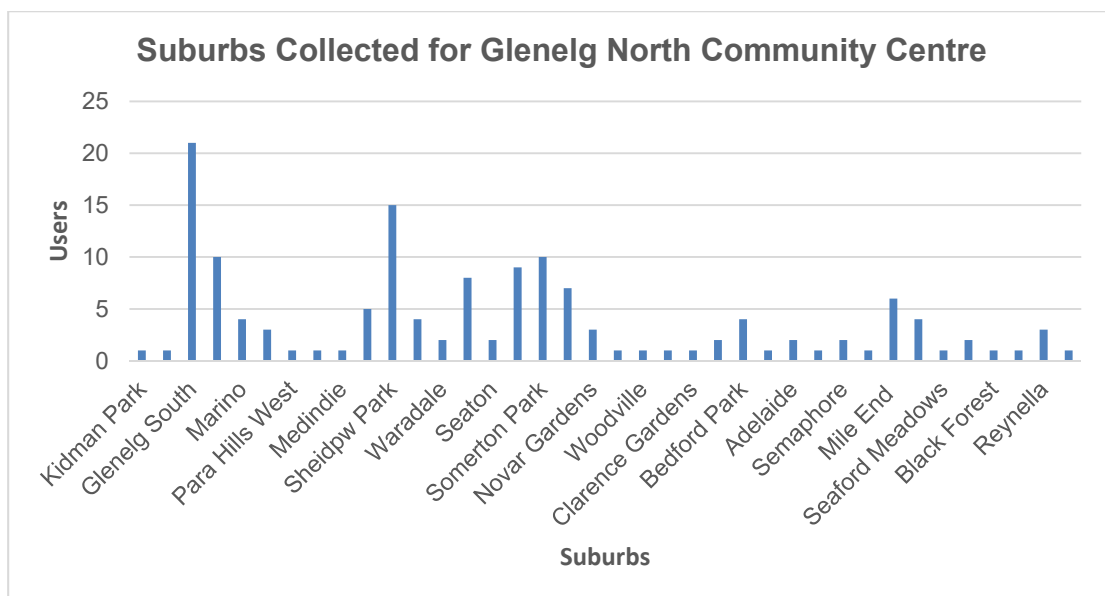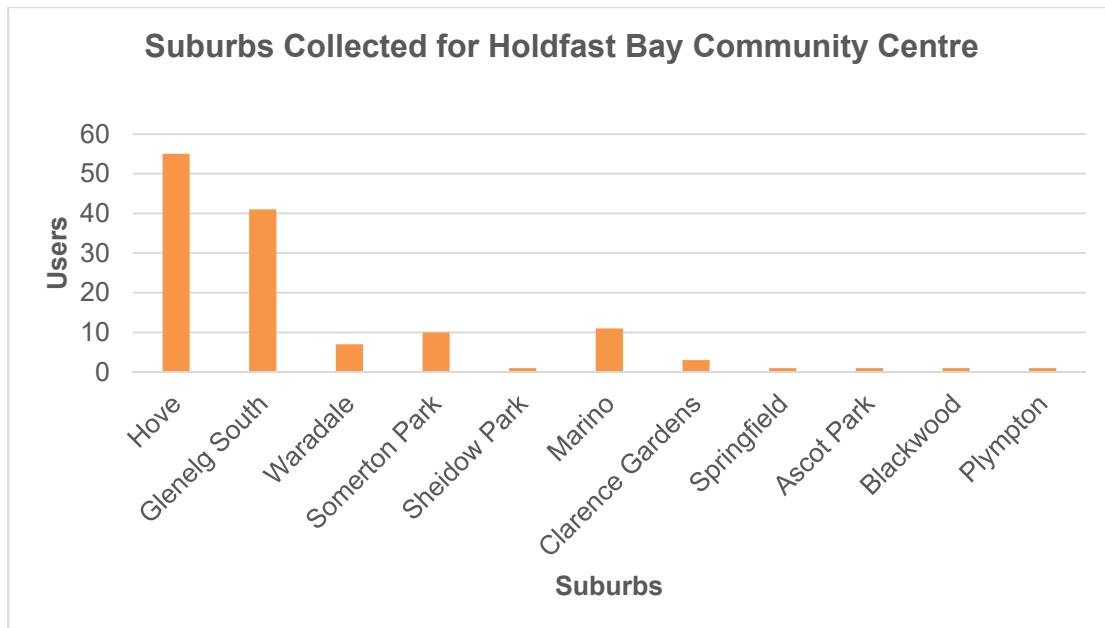
Usage Snapshot – Key Points

- The majority of users are from suburbs within the City of Holdfast Bay or its immediate coastal surrounds. The majority of users are from the south- western suburbs.

- Comparing the usage of each centre is not particularly useful due to their different capacities and inconsistencies with data collection.

- Lack of consistent data collection processes makes comparisons and improvement processes fraught with complications.

Appendix 3 - Centre Programming

The programming in centres is often a direct reflection of the funding they receive, if any. However, centres can ensure they are providing a wide range of activities suitable to different ages and interests through the hirers and user groups they form relationships with. In the Australian Neighbourhood Houses and Centres Association national survey[15], 1,016 community and neighbourhood centres were surveyed about the programs and activities they run. The most common programs or activities provided by the centres surveyed are:

- Information and referral (91.9%)
- Community development projects (82.1%)
- Recreation/leisure (78.9%)
- Art and craft (78%)
- Health and wellbeing (73%)
- Public computer/internet access (68%)
- Self-help groups (67.3%)
- Student and work experience placements (65.1%)
- Personal development courses (65.1%)
- Volunteer community services (61%)

Program Focus	Glenelg	Glenelg North	Holdfast Bay	Brighton
Children	✘	✔	✔	✘
Youth	✘	✔	✔	✘
Adults	✔	✔	✔	✔
Older Adults	✔	✔	✔	✔
Creative and Arts	✔	✔	✔	✔
Physical Health	✔	✔	✔	✔
Mental Health and Wellbeing	✔	✔	✔	✔
Café or Meals	✘	✔	✔	✘
Religious Groups	✘	✔	✔	✘
Private Functions and Parties	✔	✔	✔	✔
Special Interest Groups	✘	✔	✔	✘
Social Enterprise	✔	✘	✔	✘
Digital Literacy	✔	✔	✔	✘
Adult Education, Including ESL	✘	✔	✔	✘
Cultural Activities and LOTE	✘	✔	✔	✔
External Service Providers Utilising Centre	✘	✔	✘	✘
Collaboration with Local Institutions e.g. Schools	✘	✔	✔	✘
Advocacy and Referral	✘	✔	✔	✘

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[15] Neighbourhood Houses and Centres Association, 2011, Who we are and what we do, www.anhca.asn.au

Programming – Key Points

- Glenelg and Brighton's programs lack some diversity, although this is not surprising due to their older persons focus.

- More children's, youth and family programming could be justified.

- More collaboration with local groups, institutions and service providers could occur.

- All of the Community Centres combined, cover a range of interests and age groups with their programming.

- Holdfast Bay and Glenelg North stand out as offering the most diverse range of programs.

Appendix 4 - Continuous Quality Improvement

Community Centres in South Australia are encouraged by the peak body, Community Centres SA, and the Department for Communities and Social Inclusion (DCSI, responsible for Grants SA and Family and Community Development Funding), to undertake two continuous quality improvement processes. These processes are often a requirement to receiving funding, particularly from the Department for Communities and Social Inclusion.

The Holdfast Bay Community Centre is the only centre active in these processes.

Results-Based Accountability

Results-based Accountability (RBA) aims to build the capacity of community organisations to deliver quality services.[16] RBA asks:

- How much did we do?

- How well did we do it?

- Is anybody better off?

The aim of RBA is collective impact through local collaboration and strengthening organisations to:

- Create measureable improvements for clients and communities

- Assist them to gather evidence

- Enable them to highlight their achievements and results

Community Centres SA coordinates frequent training on RBA. According to their latest Community and Neighbourhood Centres report 17% of their members were involved in a Collective Impact or Population – level Accountability collaborative.

The Australian Service Excellence Standards (ASES)

The ASES program is designed to encourage continuous quality improvement in service delivery. Organisations undertake self-assessments and then an external audit is undertaken. Accreditation lasts three years.

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[16] Community Centres SA Inc., 2016, *2016 Community and Neighbourhood Centres Report* https://www.communitycentressa.asn.au/documents/item/793

The assessment process is designed to test the following principles:

- Customer and outcome focus
- Clear direction with accountability
- Continuous learning and innovation
- Valuing people and diversity
- Collaborative work practices
- Evidence-based decision making
- Social, environmental and ethical responsibility

Accreditation will ideally result in improved work processes, improved work culture and a clear direction for the organisation. Undertaking the process is now a requirement for Department for Community and Social Inclusion (DCSI) funding. Support through the process can be provided by DCSI.

External audit incurs a cost to the organisation. For organisations of 1-10 staff, the fees range from at $4,700 to $6,100. For large organisations, the cost starts at $8,300. The process of accreditation can be resource intensive, as organisations must provide evidence of (or indeed develop) strategic plans, business plans, audit reports, policies and procedures and/or promotional materials, amongst others.

Continuous Quality Improvement – Key Points

- Holdfast Bay Community Centre is the only centre active in continuous quality improvement exercises, namely RBA and ASES.
- Many independently-managed Community Centres would struggle to afford and/or undertake ASES, locking them out of many state-government grant funding processes.

Appendix 5 - Summary of Funding Streams

Many Community Centres across South Australia make use of similar funding streams to run programs and activities. These funding streams are competitive and provide program-specific funding, rather than 'core' funding.

The Neighbourhood House and Centres Association National Survey[17] found that the total gross income for centres varies substantially. However, that most (58%), have an income of less than $250,000. The paid workforce is predominantly part time with 52% of centres only employing part time staff.
A recently published report on grant making in Australia found that large organisations are not only winning large grants, but many of the smaller grants as well. The report also found that lack of resources/ staff and lack of time was cited as the prime factor preventing grant seekers from applying for grants, and that grant seekers believe funding for core operating costs is becoming limited. In addition, the report found that corporate grant making remains low in Australia[18]

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[17] Neighbourhood Houses and Centres Association, 2011, Who we are and what we do, www.anhca.asn.au
18 Our Community, 2017, Grants in Australia, https://www.ourcommunity.com.au/

Community Home Support Program (CHSP) and NDIS

CHSP funding aims to help older people stay independent and in their homes and communities for longer.[19] The CHSP aims to support frail older people and carers to:

- Live in their own homes independently
- Have access to affordable services
- Connect with their community and have opportunities for social participation
- Access technology
- Improve their physical and social and emotional wellbeing

Clients must be referred through the My Aged Care system to access CHSP-funded services and programs.

Service providers who currently receive CHSP funding are currently receiving an extension to their funding agreements until 2020. It is yet unclear what will happen beyond this date, as the Commonwealth Government looks to remove the amount of services 'block' funded and more towards a client directed, user pays model of care as articulated in the Living Longer Better Reforms. This poses a sustainability dilemma for many Community Centres that rely on block funding to provide programs for this age group.

Similarly, funding for services for people with disabilities is transitioning from block funded to user-pays, through the National Disability Insurance Scheme.

Adult Community Education (ACE)

This is a State Government funding stream with the aim to provide supportive community-based entry points in to learning, volunteering, further education, training and work. The target groups for ACE programs include people who are unemployed or underemployed; disengaged young people; Aboriginal people; people with a disability; parents returning to the workplace; and people from non-English speaking backgrounds, amongst others. ACE providers can run programs to support:

- Foundation skills such as numeracy and literacy
- Information technology skills and computing skills
- English as a second language
- Life skills including, budgeting and finance

Only providers who have applied and been approved for inclusion on the ACE Program Provider List are eligible to apply for Foundation Skills grant funding.

Grants SA

Grants SA, formerly Community Benefit SA, administers regular grant rounds (minor, medium and major) across the year. The grants support primarily community organisations to work directly with the community to:

- Create community connection
- Improve community members' skills and knowledge
- Enhance community members' wellbeing and resilience

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19 Australian Government, 2017, Commonwealth Home Support Programme, https://agedcare.health.gov.au/programs/commonwealth-home-support-programme

- Enhance community members' participation in the community

The grants also support organisation capacity to:

- Better recruit and retain volunteers and members

- Work better with the community and/or other organisations

- Volunteers/ members with improved skills and knowledge

- Undertake its work

Grants SA funding is priority allocated to activities that support disadvantaged South Australian communities and groups, including:

- Multicultural groups and communities experiencing disadvantage

- Young people experiencing disadvantage

- Volunteer activities addressing disadvantage

- Other groups of identified disadvantage

- Communities in geographical locations of identified disadvantage.

Funding that does not target disadvantage is only available for the priority groups of volunteers and culturally and linguistically diverse groups and communities.

Work for the Dole

Work for the Dole is a Commonwealth program as part of the Jobactive employment service. The program places people who have been unemployed and receiving Newstart Allowance for 6 or more months into voluntary work for non-for-profit organisations and government agencies. Host organisations receive additional staff resources to undertake their work and a small amount of funding to offset some of the hosting costs.

Flexible Learning Options

The Department for Education and Child Development coordinates the Flexible Learning Options (FLO) program, for students of state schools who are having trouble staying at school.

FLO is administered through a state-wide approved panel of providers who offer specific wellbeing, learning and engagement services such as:

- Accredited and non-accredited learning programs

- Case management

- Student mentoring

Due to the application process and the skills required of the panel of providers, not many community centres administer the program in SA.

DCSI Family and Community Development Grants

These three-year grants are administered by the State Department for Communities and Social Inclusion, and aim to support the running of programs which assist families with children, young people and individuals. Programs should be targeted, based on need and foster collaboration across government department and the community sector.

Fund My Community

Fund My Community is a State Government funding stream providing grants of between $10,000 and $100,000 for projects supporting vulnerable South Australians. Community organisations pitch their idea, and then the public is asked to vote for the worthiest recipients. The first round of grants allocated $1 million to fifteen projects.

Similarly, Fund My Neighbourhood is a new program allowing the general public to vote for winning proposals with a total grant pool of $40 million. At time of writing, the grants were currently open for applications. The difference is that anyone in the community can contribute an idea.

Appendix 6 – Summary Analysis of Community Engagement

A number of community engagement exercises have occurred since 2015 which inform this framework.

Date	Engagement	Detail	Response
2015	Hirer Survey	A survey of the hirers of each of the Community Centres. Brighton Community Centre did not participate.	Glenelg North – 100% response rate Holdfast Bay – 79% response rate Glenelg – 79% response rate
2015	Ideas Forum	A series of informal online Your View Holdfast Forums.	100 contributions
May 2017	Community Survey	A survey about Community Centres available in paper copy, online on Your View Holdfast and conducted face to face in a number of locations.	97 responses
Aug 2017	Management Committee and Staff Workshops	Workshops were held at each Community Centre with the volunteers and staff responsible for centre management.	100%
Sept 2017	User Survey and Non-User Survey	2 surveys available in paper copy and online on Your View Holdfast.	53 responses
Sept 2017	Shape Your Community Centre Workshop	A workshop available to the public and widely publicised.	15 attendees
Sept 2017	One on One meetings	Meeting one on one with a number of residents on request, as well as key stakeholders	7 meetings

Hirer Survey

In March 2015, the Council conducted a survey of the hirers at each Community Centre. Brighton Community Centre did not participate.

Glenelg North Community Centre

Response rate	100%
Overall rating of centre	Very good
What made you choose to hire this centre?	Accessibility Safe and quiet location Car parking Good customer service Great facilities Community hub with nearby gardens, kindergarten and playground Low cost Friendly and accommodating Facility Manager
What improvements would you like to see?	Improved signage Extension to the North Hall is possible? Mirrors in the hall

Holdfast Bay Community Centre

Response rate	79%
Overall rating of centre	Good – Very good
What made you choose to hire this centre?	Cleanliness and upkeep Location Wooden dance floor Disability access Community spirit Good car parking Friendly customer service Having a manned reception Mon-Fri
What improvements would you like to see?	Reduction in hire fees Maintenance of building e.g. decking areas & wood rot Replacement of the overall centre More storage Community get-togethers and shared meals More intergenerational programming

Glenelg Community Centre

Response rate	79%
Overall rating of centre	Good
What made you choose to hire this centre?	Location Availability Kitchen area
What improvements would you like to see?	Better management Better access and providing keys to all doors More access to all ages Upgraded bathrooms Storage

	Management committee made up of regular hirers

Ideas Forum (2015)

In 2015 Council coordinated some forums on their online engagement hub 'Your View Holdfast'. This was informal and asked people's thoughts on a range of questions about Community Centres. It received 523 visitors to the site and 100 individuals contributed to the forum. Contributors ranged in ages and both genders were represented.

A common comment throughout the forums was the need for intergenerational centres and for centres to lose their focus on senior citizens. Some felt this focus was ageist and discouraged them from accessing the centre.

The "Brighton Over 50's Social Club" sounds, by its very name, ageist. I turned 50 a few years ago, but I'd never contemplate walking through the door as I prefer to socialise with younger friends (in addition to older ones). What would be the average age of members? 60? 70? Older? As it stands, I imagine it is a place frequented by 'oldies' - not a social group I am in a hurry to identify with!

Many respondents were not aware of the Community Centres or only knew of one or two of them.

I have lived in Holdfast Bay for years and didn't even know most of these existed so have never visited them.

I have lived here my whole life and I wouldn't be able to tell you anything about the community centres. I don't know their location or what they offer, which is sad…

Ok - going to totally honest here......had no idea where the centres were or what they offered.

What activities would you like to see at Community Centres?

- The current programs offered are exclusive (either through timing or length of commitment) and often offered when most people are working. We need centres that cater to broad and intergenerational groups, and activities that enable to people to come and go as they like.
- Activities covering a range of interests.
- Activities for 'boomers' who want to be intellectually stimulated.
- Inside and outside activities, day and night activities.
- All age groups.
- Community garden.
- Community meals – Either facilitated by Council or community-driven pot lucks – at different times of the week.
- Events for families – bringing them into the centre.
- Companion program matching an older resident with a younger resident.
- A community shed which is a safe and approachable place for women to use as well.
- "How to" sessions for people to learn practical skills to fix things in their own home.
- Wellbeing courses, meditation, cooking, gardening, mindfulness, decluttering.
- Business speakers:

    I love the idea of a community business/community centre - where you can grab a cheap lunch or a Friday night drink or a Saturday morning coffee and check the notice board for activities happening over the coming week/month; where parents can catch up with friends while their children play in a safe environment and meet other children; where disadvantaged people can be trained in hospitality or attend networking and job seeking evenings, where teenagers want to hang because there's a cool room where they can just hang with beanbags while their parents wine and dine in the next room over, where free board games encourage people of different ages to interact, and the red cross mobile blood donation van comes regularly. The potential is endless!

- Volunteer- run playdates.
- Would love to see an upmarket "Flea Market" - once a year - similar to those in France, UK.
- Regular community engagement meetings to hear from users and residents directly:

    A large crowd attended the open-air Zumba workshops over summer- why not continue at Glenelg Community Centre?

    I went to the superhero themed roller disco last Saturday held at the Blackwood Community Centre......at $5 per person including skates - it was a roaring success.... packed to the gills with local residents attending.

Community Centres Survey (May 2017)

The May 2017 the Council conducted a survey about Community Centres online, in paper form and face to face. The survey had 97 respondents, 23 who had not visited any of the centres in the last 12 months.

Answers were incredibly positive to the question, 'To what extent do you think Community Centres play a part in your community?'. Respondents were asked to rate how much Community Centres impact on the community's recreation, connection, health and wellbeing and social needs. The overwhelming response was 'very much' to all of these.

A common comment in this survey was the need for flexible programming so that people who work during the day can attend centre programs. Facebook, Messenger press and the Council website were stated as the best methods to promote centre activities.

Respondents had many ideas for activities and programs:
- Short courses over a few sessions or 2-3 hours including personal development seminars.
- Book clubs and writing groups.
- Craft (either short or long-term classes or get-togethers) – lino printing, card making, drawing for beginners, flower arranging, woodworking, art classes).
- School holiday programs for older children.
- Multicultural programming.
- Dancing for adults – tap, ballet.
- Meditation and self-care.
- Gardening groups.
- Quiz nights.
- Healthy food classes and multicultural tea/coffee demonstrations.
- Tai chi.
- Nature based experiences for children and teenagers.
- Activities and programs for teenagers on basic life skills such as, how to change a tyre, how to budget.
- More walking groups - twice a week.
- Youth groups and activities.
- Youth counselling.

Management Committee and Staff Workshops

Workshops were held at each Community Centre with the volunteers and staff responsible for centre management.

At Glenelg and Brighton Community Centres these workshops occurred with their management committees. At Holdfast Bay Community Centre, a small group of staff were in attendance. In the case of Glenelg North Community Centre, attendance at the workshop included the volunteer Facility Manager and stakeholders from the broader community hub such as the Kindergarten, Veteran's Shed, Organic Market, amongst others.

The workshops asked attendees to identify strengths, challenges and opportunities of the community and their Community Centre. Many common themes were identified across all workshops.

Second Home

People continue to use Community Centres as their second home, a place to drop in, socialise and possibly seek refuge. This is a key difference between Community Centres and hall for hire, or sporting clubs. Some centres feel this could be maximised by having an onsite café or lounge area. Two centres expressed their desire for Community Centres to be the first port of call for residents new to the area, connecting them up with opportunities.

Changing Face of Volunteerism

The Community Centres have a proud history of being driven by and contributed to by volunteers. The centres continue to be well organised, with sound financial management. All of the volunteer management committees expressed that they have no energy or time to take on more responsibilities. As aforementioned, there is a lack of interest by new volunteers or patrons of the centres to fill senior committee positions.

Many centres agreed that there is an opportunity to recruit more volunteers from the 'baby boomer' generation, particularly as they transition to retirement. However, they recognised that the current structure of their volunteer roles might not suit many in this age group and that as yet, there had been a lack of interest.

Some centres were unsure of council's appreciation of their volunteer efforts. One centre remarked, 'would the Council care if we packed our bags?'

Club Membership

Glenelg and Brighton Community Centres both talked about club membership and their shared experiences of their membership slowly declining. Most of their members are either in their seventies or eighties, and they feel people in their fifties now wouldn't see their club as something they would want to join.

Glenelg Community Club and Brighton Community Club both remarked that people are not interested in joining clubs anymore. Once centre remarked that it should continue but not as a club, but as a community facility.

Hirers and User Groups

All of the centres talked about hirers and user groups who create a sense of community in the centre. These hirers reflect the shared vision of the centres to provide a space where different communities can meet. For example, the Ukulele group at Glenelg Community Centre, which is growing in numbers continuously.

Location and Facilities

All of the centres felt their Community Centre was ideally located. Some remarked that to consolidate the small centres into a number of larger centres would be detrimental to the community and that their strength was their small, quiet, neighbourhood focus.

All mentioned their ageing buildings and facilities were an issue, for maintenance reasons as well as aesthetic reasons. They feel the community expects high quality facilities and technology and that these expectations are increasing.

Adequate car parking was mentioned as a key consideration, particularly for programs engaging older members of the community or young families.

Holdfast Bay Community Centre stated that the 'rabbit warren' layout of the centre supports a range of activities occurring at the same time. All the centres mentioned their hall spaces are being very well utilised. Some centres wished for flexible, soundproofed walls to provide opportunities to reconfigure spaces.

Social Enterprise

Glenelg Community Centre felt their craft shop, which sells wares from their woodworking program, was a real strength. They felt it brought people into the centre who wouldn't otherwise enter, and it is also an income stream for the club.

Similarly, Holdfast Bay Community Centre mentioned its café as a real asset to the centre. The café brings visitors into the centre, increases the potential for social interaction to many programs, and offers opportunities for 'work for the dole' participants.

Changing Community Expectations

Some of the Community Centres remarked that it was challenging to keep abreast of changing community expectations and needs. Community Centres were established when air conditioning and colour televisions were the exception, not the norm. Since the establishment of Community Centres, the focus of libraries has broadened; lifestyle/retirement villages have become widespread and offer social programs; often both parents work; and people work for longer. One centre noted that regardless of what happens in the future, societies will still need social interaction and that centres provide that.

Brainstorming from some of the Community Centre Workshops
Image Source: Author provided.

Paid Staff

All centres mentioned the need for paid staff, particularly if they are to increase usage, prepare grant applications and develop programs with a focus on community development. Paid, skilled staff would also better manage promotion, compliance and legalities.

Holdfast Bay Community Centre stated that because they are part of the YMCA organisation, they have the corporate support in matters such as work health safety, payroll, contracts, risk management etc. This means their staff are able to focus on developing, trialling and delivering community programs and customer service.

Collaboration

Centres wanted more collaboration between centres, Council and broader service providers. Ideally, community centres would work together, referring on to each other's Community Centres.

Centres also mentioned the opportunity of sharing volunteers with Council, noting the hundreds on their database.

Some centres mentioned that it would be worthwhile to meet together on a regular basis, perhaps along with other community groups and service providers. One Community Centre mentioned it would be beneficial to have a fete or showcase event of all the local community groups and services.

Programming

Holdfast Bay Community Centre and Glenelg North Community Centre mentioned their aim to be intergenerational centres that support people from a range of demographics. Glenelg and Brighton Community Centres mentioned that whilst they do have all-ages programming, that they believe there is a need for designated spaces and programming for older residents.

It was mentioned by one committee, that Glenelg Community Club is well located for youth programming, due to the amount of young people who access Jetty Road, Glenelg.

Community Centres Framework Survey (Sept 2017)

Two surveys were conducted in September specifically for the purpose of developing this Framework. The surveys differed in that one was for current users of the centres, and one for non-users. The surveys were made available on Your View Holdfast, as well as paper copies in Council venues. The surveys were promoted in:

- Community Centres newsletter
- Coast FM community announcements
- Volunteering, Youth and Active Communities networks and distribution lists
- Community Bus and Community Wellbeing programs
- Emails to Elected Members
- Facebook and Twitter
- Community Centres SA Facebook
- Your View Holdfast distribution list
- Posters in the centres and trader windows in Glenelg and Brighton
- Column in Messenger press
- Emailed to Community Centre Management Committees and User Groups

The surveys received 53 responses in total, 27 from non-users and 26 from current users.
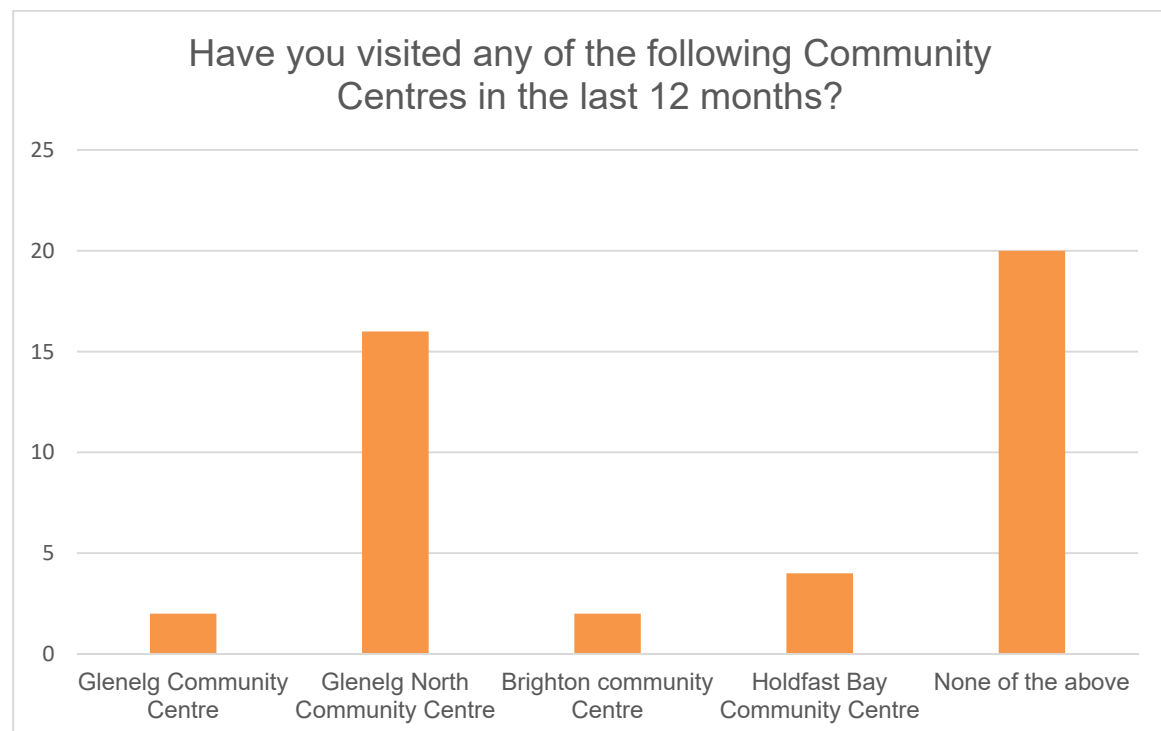
Of the respondents who answered 'none of the above', 6 said nothing at the centres interested them, 9 said they have never considered visiting a centre, and 5 were not aware of them.

Are the Community Centres Meeting Your Needs and Desires? (non-users)

Not sure: 18
Yes: 2
No: 9

Are the Community Centres Meeting Your Needs and Desires? (Users)

Yes: 11
No: 7
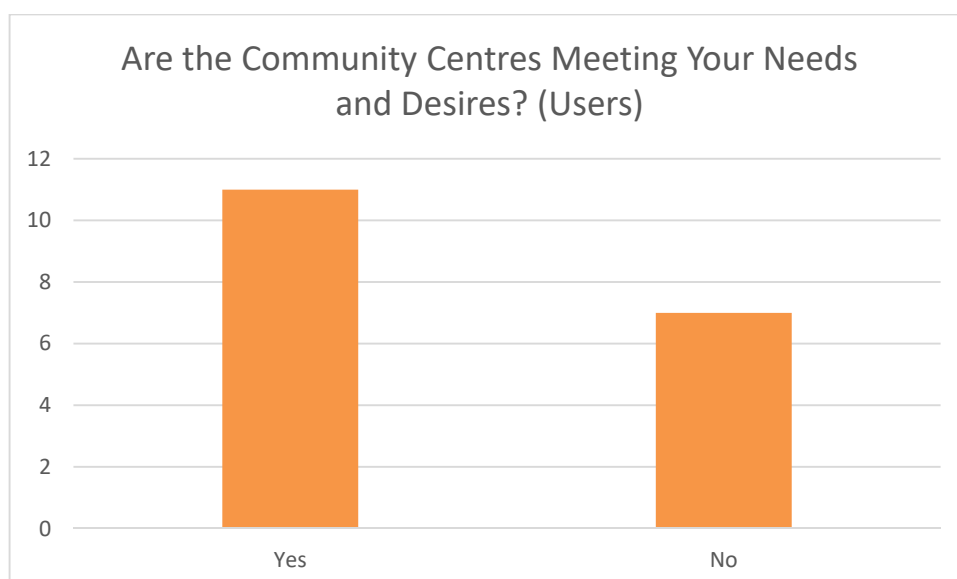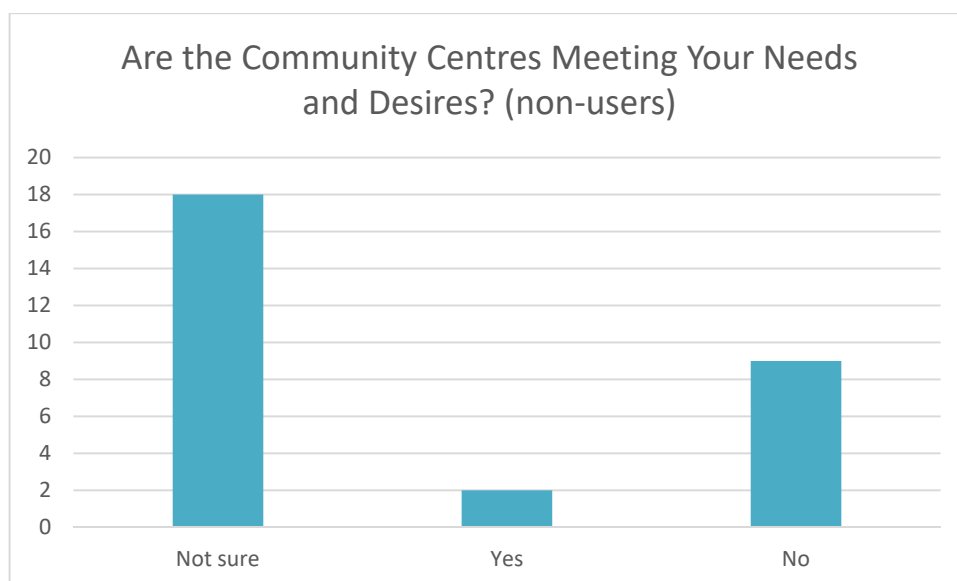
Users generally felt community centres were meeting their needs and desires. Non-users were unsure. Some of the reasons for 'yes' and 'no' answers are provided below.

Yes

- Timber floor and room to dance
- Well maintained centre
- Provides an activity which I enjoy attending
- Staff are great
- Enjoy the organic market

No

- Would like to see small tables for social interaction
- Community Centres are disconnected and inconsistent
- Would like to see a greater range of activities
- Would like to see a community garden
- Membership fee is a turn off
- No activities at night or for younger people
- No activities for young children and families

Users of centres were asked to rate aspects of the centres they frequent. The below table presents the average ratings.

	Glenelg	Glenelg North	Holdfast Bay	Brighton
Facilities	OK	Good	Good	N/A
Customer Service & Management	OK	Very Good	Good	N/A
Accessibility & Amenity	OK	Good	Very good	N/A
Aesthetics	OK	Good	Good	N/A
Programs, Events & Activities	OK	Good	Very good	N/A

As there were no respondents who visited Brighton, no data can be provided.

Respondents again had a great range of suggestions for programs and activities:

- Gardening courses and community gardening
- Intelligent talks and debates
- Family and children's programs
- Affordable evening or weekend classes
- Craft classes
- Music making - not just ukulele or choir
- A dad's group on weeknights or Saturday mornings
- A co-working space for individuals who work alone at home in their business
- Yoga, Pilates, Zumba, University of the 3rd age
- Swap market each week
- Good coffee machine
- Repair cafe, exciting crafts like natural dyeing or pottery, solar cooking, cooking different cuisines (including for vegan, vegetarian, gluten free etc), speed reading, green woodworking, more evening exercise classes (ranging in difficult)
- Playgroups
- Think this sort of place would give older people who have practical skills, like fixing things the opportunity to share their skills and many other benefits
- Intergenerational playgroups, programs and events. Attached outdoor shaded play areas with BBQs and or pizza ovens
- Provision of low cost rooms with Audio Visual systems to allow for guest presentations

What makes a great Community Centre?

- People and place
- IT friendly
- Situated in a vibrant location
- Lots of activity
- Affordable prices
- Professional management
- Welcoming environment and atmosphere
- Different sectors of the community and different generations
- Well equipped
- Coffee shop
- High attendance
- Good promotion
- Community-driven projects

Shape Your Community Centres Workshop

In September, a public workshop titled Shape Your Community Centres was held and advertised widely. Fifteen people attended and the workshop was structured around key questions.

Attendees had many ideas for what makes a great Community Centre:

- Safe
- Non-judgemental
- Easy parking
- Affordable/reasonable rent
- All ages/non-ageist
- Whole of community use
- Good management
- Versatile
- Adaptable
- Good location
- Heating/cooling
- Adequate lighting/well lit
- Low maintenance
- Good working order
- Good security – safe people, safe systems
- Tech savvy – Wi-Fi, speakers, equipment to hire i.e. projector
- Sustainable
- Flexibility
- Friendship and a sense of belonging
- Clean

- Disabled access
- Ability to cater for a wide variety of interests
- The more community it serves, the better the centre
- Whole community use
- We should not sacrifice smaller centres for 'large centres of excellence' – we need to keep smaller centres, not just the big sport hubs
- Small spaces are as valid as the big centres
- Reasonably quiet – not rooms off a sports stadium i.e. elderly clients or people with a disability would not like to attend programs off the side of a noisy room
- Maximise on each Centre strengths – volunteers, users, engaging wider community

Attendees listed many factors they appreciated in centres:
- Good storage
- Café and area to socialise
- Easy to navigate and spaces well separated
- Clean and tidy – good upkeep
- Good heating and cooling
- Sustainable practices e.g. LED lighting, recycling, solar power

Suggestions for improvements to Community Centres included:
- Better décor to brighten the centres up
- More sustainable practices built in – H20, electricity, solar, LED Lighting
- Meet the local need – not a one size fits all approach
- Nice outside area
- Available in the evening and weekends– accessible to all
- Collaboration across the centres
- Increased marketing – further promotion for existing and new programs
- Community shed where women and young people can also learn new skills
- Professional, paid management

Elected Member Workshop

In October 2017, a workshop was held with Elected Members, which posed broad questions about centre management and opportunities for centres in the future. Key points raised were:
- Community Centres are a place for people to go – they are not just for recreation, like a sporting club.
- Centres need to be full of vibrant programs and be interconnected (not silos).
- Two centres could be improved, rather than having four currently which are run down.
- There was shared agreement for a need for a coordinated approach, managed through one management model.
- If centres keep targeting seniors, they will not survive. Centres need to include baby boomers that are not currently inclined to use a centre.

- Community Centres' reputation and role in the community needs lifting.
- Legislation and compliance is what the volunteers do not want.
- There are some services which should not be replicated across multiple sites. People are willing to travel to access some things.
- Different ages and demographics are looking for different things, different hours including after hours.
- There was some interest in multifunctional facilities with libraries and sporting clubs collocated with a Community Centre.

Appendix 7 – Council Strategy Analysis

The below policies and plans are relevant to Community Centres. Applicable actions have been extracted from the documents with a note as to how Council is supporting their implementation within Community Centres.

Public Health Plan

Local Governments are required to develop Public Health plans under the SA Public Health Act 2011.

Action	Progress
Foster and support community programs, which minimise isolation and disadvantage within the community.	In action
Deliver programs of community festivals and events which celebrate cultural diversity and encourage active participation between different generations.	More attention needed
Facilitate education and training opportunities for those within Council and the community to sustain healthy eating and physical activity programs e.g. training of Heart Foundation Walk Organisers and Wise Move leaders.	In action
Encourage healthy eating and social connectivity by providing community spaces to support community gardens.	More attention needed

The City of Holdfast Strategic Plan – Our Plan 2030

The plan sets priorities, goals and targets under the broad areas of community, environment, economy, place making and culture. The below pillars and objectives align with this Framework and the Community Centres program in general.

Priority and Goal	Target	Progress
Community - Building a Healthy, Active and Resilient Community	Increase resident wellbeing: target increase – 5%	More attention needed.
	Deliver wellbeing and resilience workshops: target – at least 2 annually	In progress.
	Complete new sporting and community hubs: target – at least 2	Kauri Parade completed. Brighton Oval in planning stage.

Priority and Goal	Target	Progress
Community - Celebrating Culture and Diversity	Achieve a high level of community satisfaction with the range and quality of services and programs: target rating – 7 or more out of 10	Community engagement revealed satisfaction levels for Community Centres are not high. More attention needed.
	Increase community engagement with culture and heritage and Aboriginal cultural programs through participation in events and activities: target – at least 200 participants annually	More attention needed.
Community - Providing welcoming, accessible facilities	Increase the number of people accessing our Community Centres and libraries: target increase – 5% annually	More attention needed. No benchmark in place. No standardise measurements.
	Achieve a high level of community satisfaction with community facilities including libraries, services and programs: target rating – 7 or more out of 10	Community engagement revealed satisfaction levels for Community Centres are not high. More attention needed.
Economy - Harnessing Emerging Technology	Develop and commence implementation of a Digital Economy Strategy: target timeframe – 1 July 2017	In progress. Opportunities exist for Community Centres to be part of this strategy.
Economy - Boosting our Visitor Economy	Increase the number of visitors to Holdfast Bay: target increase – 15% by 2022	Visitor potential for Community Centres not realised.

Community Centres Policy

The *Community Centres Policy 2017* provides a set of mutual principles for the Council and Community Centre management. The policy prescribes that the City of Holdfast Bay will support Community Centres that are managed in a way which meets the mutual principles.

Principle	Progress
Align programs, activities and services with Council's strategic priorities.	More attention needed.
Are a welcoming, safe environment that create a sense of belonging.	In progress. Some room for improvement.
Provide an affordable space for a range of formal and informal activities.	In progress.
Are accessible to the community.	In progress. Some room for improvement.
Are responsive to community needs and trends.	In progress. Some room for improvement.
Ensures the centre management undertakes monitoring, evaluation and continuous improvement activities.	More attention needed.
Are sustainable and transparent in management and maintenance.	More attention needed.
Are adequately funded and resourced to provide the prescribed range of programs and services.	More attention needed.
Are the most efficient use of Council resources to ensure maximum community benefit.	More attention needed.
Ensures all activities involving children and vulnerable people are safely managed and there are appropriate safe guards and reporting mechanisms.	More attention needed.
Work collaboratively with Council and other stakeholders.	In progress.
Comply with legislative requirements including WHS.	More attention needed.
Supports open two-way communication between the centre and Council.	In progress.

Social Development Policy

The purpose of this policy is to direct the development of services and facilities that offer opportunities for social engagement, improve community functioning and enhance wellbeing for local Holdfast Bay residents. There are key groups which the policy focusses on.

Key Group	Community Centre Response
Children and Families	More attention needed.
Young People	More attention needed.
Older People	Already a key focus, although there are opportunities for continuous improvement.
People with Disabilities	Some programs in place, more attention could be justified.
People from Diverse Cultural Backgrounds	Some programs in place, more attention could be justified.
Socially Isolated or Disadvantaged	Some programs in place, more attention could be justified.

Principle	Progress
Ensure that services and facilities are in response to demonstrated community need and subject to rigorous evaluation	More attention needed.
Provide appropriate and accessible services and facilities that strengthen and enhance the engagement opportunities, community functioning and general wellbeing of the community	In progress.
Value and celebrate the social and cultural diversity with specific recognition of indigenous peoples	More attention needed.
Value the significant role of volunteers and their contribution to the social development of the City	More attention needed.
Create and sustain an environment that generates opportunities for the active participation in community life and civic duties	In progress.
Identify partnership opportunities and facilitate linkages with Community Centres, service providers and other key stakeholders	More attention needed.
Support the effective use of current community facilities and centres not directly managed by Council	More attention needed.
Contribute to community safety within the City of Holdfast Bay	In progress.
Promotion of services that address community needs	In progress, opportunities for continuous improvement.

Partnering to Build an Age Friendly Environment and Community – Regional Strategy and Action Plans for the City of Holdfast Bay, Marion and Mitcham, 2016

The Cities of Holdfast Bay, Marion, Mitcham share the regional Age Friendly Environment and Community Strategy, which is supported by individual Council Action Plans.

Strategy	Action	Progress
Strategy One – Understanding and celebrating our older citizens	Find ways to formally and informally acknowledge and recognise the contribution of older citizens to our community.	More attention needed.
Strategy Three – A high quality of life through information, services, connectedness and activities	Position councils to be the preferred provider of services for older people.	More attention needed.
	Find ways to promote connectedness in local neighbourhoods through conversation, neighbourliness and mutual support.	More attention needed.
	Identify and then promote the many health and wellbeing support groups in the region, and support new programs or activities that fill any gaps that may exist.	More attention needed.

Appendix 8 - Case Studies

Brick + Mortar Creative Hub

The Brick + Mortar Creative Hub exists within a council owned building adjacent to Norwood Town Hall, which was previously a Senior Citizens club. The hub is a community-oriented business, and includes a licensed café, gallery, hand-made goods for sale by resident artists, a co- working space, and a venue which can be hired for weddings and events.

Brick + Mortar Creative Hub
Image source: https://www.facebook.com/BrickandMortarCreative/

The hub coordinates a series of workshops on a regular basis covering topics like illustration, watercolours, amongst other things. The hub is popular with young – middle aged demographic.

The Joinery

The Joinery is located on the site of the former bus depot in the Adelaide CBD. The site was previously unutilised, run down, and subject to vandalism. Now, it is a relatively new Community Centre, run by the Conservation Council SA. It is home to a number of environmentally-focussed groups, with office spaces available to lease. There is an onsite community garden managed by people experiencing homelessness, a bike mechanics workshop and a café. There are hireable spaces often used for training and regular public workshops and events, usually with environmental themes. This Community Centre attracts a diverse range of people.

The Joinery
Image Source: https://www.facebook.com/JoinerySA/

Cove Civic Centre

Cove Civic Centre is a relatively new facility in the City of Marion, built on a site previously unutilised. The $10 million building was funded by the City of Marion with a contribution of $3.4 million by the Australian Government. The Centre incorporates a library, large open plan kitchen, hire spaces and a business hub. The business hub includes bookable office space and meeting rooms, and larger spaces such as a board room, with high quality technological fit outs. The hire spaces include moveable partitions and a sprung floor for flexibility with programming and hire requirements. The hire spaces at the moment are well utilised by the business community, less so by smaller community groups and service providers. The site is managed by Council library staff.

Boyd Community Hub

Boyd Community Hub is a multipurpose community service space in the City of Melbourne on the site of a former school. The facility includes a library, creative spaces, maternal and child health services, family support services, playgroups, parenting services, bookable spaces and a café. The hub opening hours are until 7pm Mon-Thurs, until 6pm Friday, and reduced hours on the weekend. The hub hosts a range of free and low-cost programs and activities.

Cooinda Neighbourhood Centre

Cooinda Neighbourhood Centre in the City of Marion is a well-established neighbourhood centre, having been on the site for more than forty years. Previously co-managed by a senior's club, the centre is now fully coordinated by the council and has in recent years been focussing on changing its image to be more multigenerational.

The Centre hires out office space to Lutheran Community Care, who operate services for new arrivals out of the site. The centre is also home to a café which operates every day and also runs a more structured meal service every Friday. The centre has broadened its staffed opening hours to also be open Saturdays, allowing people who work fulltime the opportunity to access the centre. The centre has slowly been introducing new activities, including for children, as specific activities for older people decrease in popularity.

Cooinda is a successful neighbourhood centre, and was continuously mentioned in the community engagement as a place which inspires people.

Adelaide Bike Kitchen

Adelaide Bike Kitchen (ABK), located in Bowden, is a DIY bicycle mechanics workshop. People can bring their own bicycles to repair or maintain, or also build a bicycle by using parts donated to the organisation. ABK is a membership-based organisation, although drop-ins are encouraged, and people bring in their bicycles and are matched with an expert volunteer bicycle mechanic. They work together to repair or maintain the bicycle over a few hours, with the aim that the mechanic is 'hands off' and encourages the members to learn how to do it themselves. ABK is open 2 evenings and Saturdays each week and also hosts special events such as 'freedom machine' which provides a comfortable environment for people who identify as women to come and learn bicycle mechanics. ABK is an intergenerational space, interesting a diverse range of people. ABK also promotes that it is socially inclusive and will support people to build or repair their bicycles free of charge in exchange for volunteering, if they are experiencing financial struggles. At the end of each evening, volunteers and members come together for a shared meal.

ABK is located in a disused warehouse and the facility is provided free by Renew Adelaide, because of the sense of community it provides. They have also been supported through grants by the City of Charles Sturt.

Adelaide Bike Kitchen
Image Source https://www.facebook.com/adelaidebikekitchen/

The Original Town Hall

In 2014 a local resident was inspired by the disused and poorly maintained site of the Brighton Town Hall, dating from 1869. The resident presented a concept to the City of Holdfast Bay, for the site to be used as a Community Centre incorporating a profitable restaurant or café. Three principles underpin the concept: community development, historical rejuvenation and sustainable business.

The City of Holdfast Bay requested the resident put together a detailed plan for the concept. Through the process of developing the plan, many volunteers, organisations and businesses provided support to and shaped the idea. The plan was the result of extensive community engagement with hundreds of diverse residents through one-off events, social media, and face-to-face conversations.

The plan proposed a multipurpose site, with a commercially viable food venue, hireable event and meeting spaces, a community garden, and co-working facilities. The site would be intergenerational and family friendly, and provide a space for unstructured socialising where people felt comfortable to have conversations with strangers. Opening times would suit people with a range of time and work commitments, "serving a modern community, unlike other Community Centres". The food venue would function as a social enterprise, reinvesting money back into the community centre but also as the social glue, to encourage community connectedness.

One of the community engagement exercises for the Original Town Hall.
Image Source: Jo Close

COMMUNITY ENGAGEMENT PLAN

Phase 2: Community Centre Framework

An engagement strategy takes you through a step by step process to guide staff in planning, implementing and evaluating successful and appropriate engagement activities for your project. Also included is the marketing brief.

1. PROJECT OVERVIEW

Engagement Title- Phase 2 : Community Centre Framework Community Consultation			
Project Manager Ellen Jezierski	**Phone Ext** 9963		
Start Date : 20 March 2018	**End date** 9 April 2018	**Number of days 21**	**Date to Council** May 2018
Level of Engagement Consult	Hard copy and online survey		

PROJECT DESCRIPTION	**The Draft Community Centre Framework was developed to establish a strategic direction for the City of Holdfast Bay's four (4) dedicated Community Centres. The draft was developed by reviewing the current management models of the Community Centres as well as future facility provision to ensure the principles of the Community Centre Policy were achievable.** It is expected that Phase 2 of formal community engagement will begin on **20 March 2018** **Phase 1:** Was conducted to develop the draft Framework and involved one on one meetings with key stakeholders and Council staff; workshops with each Community Centre management committee and staff occurred, and industry trends and data were analysed. **Phase 2:** Consultation to provide the opportunity for Centre Management, current user groups, Community Centre participants and the wider community to respond formally to the Draft Community Centres Framework document.
BACKGROUND INFORMATION	There are four (4) dedicated Community Centres in the City of Holdfast Bay. A Community Centre Policy was endorsed by Council in April 2017 to begin the process of establishing a long term vision for the Community Centres. A 'Draft Community Centre Framework' has been prepared following initial consultation. This project reviewed the current status of the Community Centre's including; - Management models and an examination of the status of the facilities where the Centre's are located. - Benchmarking of management models and environmental and industry scan. - Input from Community Centre Management and committees. The Framework recommendations provide an action plan consisting of short, medium and long term considerations for the four (4) facilities and their management models.

CITY OF
HOLDFAST BAY

STATEMENT OF PURPOSE	The purpose of Phase 2 of the engagement is to gain community views on the suggested Community Centre management models and future direction of Centres outlined in the *Draft Community Centre Framework* developed in Phase 1 of engagement.
CALL TO ACTION	Please read the Draft Community Centre Framework and/or the summary and provide feedback on the proposed Management Model for each of the four (4) Community Centres, or any other comments regarding the draft framework.
SCOPE	**IN SCOPE** • To ensure that all stakeholders are provided with an opportunity to review the Draft Community Centre Framework document. • Provide all stakeholders with reasonable opportunity to consider the most appropriate options for the future of the City of Holdfast Bay Community Centres.
DELIVERABLES	By the end of this project the following actions will have been delivered: • Feedback collated, summarised and reported to all stakeholders. • The Draft Community Centre Framework report will be amended to incorporate feedback where appropriate. • The final report will clearly outline options for future management models, use of current facilities that are fit for purpose and budget implications for preferred options.
How will the results be used	The results of this engagement will be used to: • Provide a clear direction for the future management and provision of Community Centres.
CLOSE THE LOOP	Provide all stakeholders with consolidated consultation findings and a Final Community Centre Framework via Your View Holdfast Bay and letters to stakeholders.

ENAGEMENT PARAMETERS

STAKEHOLDERS	INTERNAL Elected Members Council Staff EXTERNAL Community Centre Volunteer Managers, Management Committees Current User Group Leaders and Participants Wider community
GEOGRAPHIC REACH	City of Holdfast Bay Residents and people who attend Community Centres
Legislative requirements/cont ent	City of Holdfast Bay Community Consultation and Engagement Policy
BUDGET	Payment from Budget: 394-850

RISK (Community Engagement ONLY)	*Identify risks associated with undertaking project*	Level	Risk mitigation strategy
	Non-compliance with the Legislation.	Low	City of Holdfast Bay Community Consultation and Engagement Policy
	Engagement opportunities are not broadcast widely enough or it is perceived that the channels for engagement are inappropriate, inaccessible or too exclusive.	Low	See Geographic Reach
	Information presented does not meet expectations - either it is not comprehensive or it's over complicated.	Low	Nil
	Community expectations of Council's consideration to their input is not met.	Low	Consultation process endorsed by Council

CITY OF
HOLDFAST BAY

ENGAGEMENT APPROACH

Stage	Stakeholders	Strategy/Action	Timeline	Responsible Officer
Preparation and Promotion	• Holdfast Bay Community	**Promotion** (Communications) • Messenger column promo • Social Media broadcast when engagement is live • Your View home page • CoHB newsfeed • CoHB web link	March	Kaye Oates / Elena Pereira

Engagement Period	• Holdfast Bay Community
	• Elected Members
	• Key Staff
	• Community Centre Users
		General Community Consultation
		• Your View
		  o Update front page article
		  o Submission form (including contact details)
		  o Question and answer page
		  o Document library
		  o FAQ
		• Community database email notification
		• Drop in sessions on-site
		• Feedback forms
		• Written submissions
		• Link from CHB Website
			20 March – 9 April	Ellen Jezierski / Elena Pereira

Closing the loop		Engagement findings to be written up Report to Council Report to Community Centres		Ellen Jezierski

Marketing Requirements

Do you require images? If yes, please provide your images in a high resolution file only.
Are there any external logos? If yes, please provide these.

What do you need design?	Yes/No	Do you have a preferred size for your design?	How many Copies?
Summary Brochure	**Yes**	A3 fold	150
Feedback Form	**Yes**	A4 Folded in half to A5	150
Web Banner	**Yes**	A3 double sided, folded to A4	
Your View Banner	**Yes**		
Messenger Column – If yes what date?	**Yes TBA**		

SIGN OFF

Sign off		Date
General Manager		
Project Manager		
Engagement Coordinator		

Levels of Engagement

For the City of Holdfast Bay, Community Engagement is a process that can involve one (1) or a combination of three (3) engagement levels as outlined below.

INFORM	CONSULT	ACTIVE PARTICIPATION
Definition: • One-way relationship with the community in which information is communicated to the community and individuals. • It covers both access to information via a range of mediums and active measures through education and awareness activities.	Definition: • Two-way relationship with the community where the views of individuals and communities are sought on a range of matters that may affect them directly and/or interest them. • Consultation can occur at various points in the process and can be used to help frame an issue and identify and assess options.	Definition: • Multi-level relationship with the community, actively involving members of the community members to shape policy, project and program options and recommendations. • Active Participation may extend further into collaboration where participants partner with Council, sharing the roles and responsibilities of a project. • Like Consultation, Active Participation can occur at various points in the process.
Purpose • To provide the community with balanced and objective information to increase awareness and assist them to understand the project, problem, alternatives, opportunities and/or solutions.	Purpose • To obtain community feedback on projects, issues, proposals or/and options.	Purpose • To work directly with the community throughout the process to ensure concerns and aspirations are understood and the community is included in the identification and development of alternatives and solutions.
Techniques • Media Releases • Promotional material • Publications • Website • Advertising and Public Notices • Displays and Exhibitions • Public Information Sessions • Community Events • Fact Sheets • Your View newsfeed and articles and database	Techniques • Surveys • Discussion Forums • Your View Surveys and Forums • Public Meetings • Face to Face Conversations • Written Submissions • Polls • Road Shows • Open Days	Techniques • Focus Groups • Workshops • Steering Committees • Community Reference Groups • Advisory Committees • Your View Database

CITY OF
HOLDFAST BAY

City of Holdfast Bay

Council Report No: 62/18

Item No:	**14.5**
Subject:	**OPEN SPACE STRATEGY – COMMUNITY ENGAGEMENT**
Date:	Tuesday 13 March 2018
Written By:	Team Leader, Strategy
General Manager:	Business Services, Mr R Bria

SUMMARY

A review and update of the Open Space and Public Realm Strategy (2012-2022) is currently underway and is due for completion in July 2018. To assist in part of this review, two phases of community engagement will be undertaken. The first phase will seek community views on open space and the second stage will be consulting on the revised document. This report seeks for Council endorsement on the engagement plan.

RECOMMENDATION

That Council endorse the Community Engagement Plan and indicative survey questions for the Open Space Strategy Review (2018) as shown in Attachments 1 and 2 to Report No: 62/18.

COMMUNITY PLAN

Placemaking: Developing walkable connected neighborhoods
Placemaking: Housing a diverse population
Community: Building a healthy, active and resilient community
Community: Providing welcoming and accessible facilities
Community: Fostering an engaged and contributing community

COUNCIL POLICY

This report adheres to the Community Consultation and Engagement Policy.

STATUTORY PROVISIONS

Not Applicable.

BACKGROUND

The latest Open Space and Public Realm Strategy (4 volumes) was developed in 2012 for a ten year period. It is a comprehensive approach to developing open space and public realm in the City of Holdfast Bay.

The strategy is halfway through its implementation period and advances have been made in some areas but not others. The review (led by Oxigen Pty Ltd) will quantify the progress of the plan and seek to update key areas with new trends and new information obtained from a round of community engagement.

External funding was unsuccessfully sought for this project in 2017 from DPTI's Places for People Grant program. However, Senior Leadership Team approved a revised plan to review the strategy on 26 October 2017, which utilises the existing approved internal budget ($40,000).

Elected Members were informed of Oxigen's appointment to the project through an Item in Brief on 28 November 2017 and following this, received a briefing on the intended approach for this project in a workshop on 16 January 2018.

REPORT

As outlined in the workshop, the current open space strategy documents are comprehensive but lengthy and difficult to navigate. As such they are being underutilised by staff in guiding major projects, city works and public realm development.

The review project will be conducted in two parallel stages and at a high level will involve:

Stage 1: Open Space strategy review

- Phase 1 Community engagement - to seek information on who is using our open spaces and how they are using them
- Data review
- Supply and demand analysis
- Active communities team involvement
- Elected Member involvement
- Implementation strategy
- Document preparation
- Phase 2 Community engagement on draft document and finalisation

Stage 2: Public Realm Urban Design and Style Guidelines

- Internal workshops / site visits with key infrastructure/public works staff
- Elected Member involvement
- Public realm guidelines and style guide document preparation.

The Public Realm Guidelines and Style Guide will be developed in conjunction with the assets and infrastructure team, public works team and active communities team. These guidelines will be used to ensure consistent design elements in the delivery of works for open space and public realm projects in the future as well as those currently in progress, including Brighton/Glenelg Oval Masterplans; Jetty Road Masterplan and Chapel Street Plaza project.

The guidelines will review and confirm our urban design principles to help guide public and private development on public land (surf club watchtowers for example); while the style guide may be used like a 'shopping catalogue' for public infrastructure such as park benches, water fountains, fencing, outbuildings etc. This part of the document will be further refined with our infrastructure and field services teams.

A community engagement plan and survey questions have been prepared for your consideration and endorsement.

Refer Attachments 1 and 2

The plan outlines the two phases of community engagement for the Open Space Strategy review. This engagement is needed as anecdotal evidence suggests that how residents use public space may be changing. For example, as we have invested in the Coast Park projects, more people are attracted to the coast for a range of recreation purposes. Furthermore, as our dwelling density increases, the pressures and demands on our parks, reserves and 'passive' open spaces increases.

Being able to measure and quantify our existing open spaces and engage with the community about our priorities and future open space requirements will better enable Council to deliver benefit to the back to the community. Adding to the community understanding of what and where our open spaces we are, directly supports *Our Place 2030 Strategic Plan* objectives around Community and Placemaking.

The update of this strategy is also important for a number of other strategic activities for the council area including the future development of our housing strategy and a movement and access strategy.

BUDGET

There is an approved budget of $40,000 for this project.

LIFE CYCLE COSTS

Not applicable.

COMMUNITY ENGAGEMENT PLAN

- Open Space and Public Realm Strategy Review (2018)

An engagement strategy takes you through a step by step process to guide staff in planning, implementing and evaluating successful and appropriate engagement activities for your project. Also included is the marketing brief.

1. PROJECT OVERVIEW

Engagement Title: Open Space Strategy Review			
Project Manager	Warwick Deller-Coombs **Phone Ext 9857**		
Phase 1 Start Date: 20 March 2018	**End date:** 17 April 20187	**Number of days:** 28	**Date to Council:** 22 May 2018
Phase 2 Start Date: May 2018 (indicative)	**End date:** June 2018	**Number of days:** 21	**Date to Council:** 24 July 2018
Level of Engagement Inform Consult	1. Inform and consult community to confirm their use of and desire for open space 2. Consult on the updated and reviewed Open Space and Public Realm Strategy.		
PROJECT DESCRIPTION	• To check with the community about their continuing use and value of open space in the council area. • To inform a revised and simplified version of the Open Space and Public Realm Strategy. • Inform a set of contemporary public realm urban design guidelines for staff and consultants as a day to day reference manual for design and works phases within projects. • The review of the Open Space and Public Realm Strategy is being completed in two parallel Stages: **Stage 1**: Review and update of the Strategy (including 2 phases of community engagement). **Stage 2:** Confirm the urban design principles, develop public realm guidelines and style guide (internal engagement only).		
BACKGROUND INFORMATION	The Open Space and Public Realm Strategy (4 volumes) was developed in 2012 for a ten year period. It is a comprehensive approach to developing open space and public realm in the City of Holdfast Bay. The strategy is halfway through its implementation period and considerable advances have been made. Anecdotally how residents use public space may be changing, so it is timely to review their attitudes to open space in City of Holdfast Bay. The current strategy documents are lengthy and difficult to navigate. As such they are being underutilised by staff in guiding major projects, city works and public realm development. It is proposed that the strategy documents be developed, accompanied with clear, usable public realm style guidelines to assist consistent design elements in the delivery of works for open space and public realm projects in progress, including; Brighton/Glenelg Oval Masterplans; Jetty Road Masterplan and Chapel Street Plaza.		

CITY OF
HOLDFAST BAY

	Update of this strategy is also be an integral to a number of other strategic activities for the council area including proposed Housing, and Movement and Access strategies.
	A 2017 DPTI Open Spaces funding application was unsuccessful. However, SLT approved the project to be continued utilising the existing approved internal funding.
STATEMENT OF PURPOSE Why are you going out to Engagement /what are the opportunities to be explored/ what do you want to achieve through engaging? What do you intend to do with the data/ what is the decision to be made?	Engagement is intended as a 2 phase process to - 1. *Review and Research*: review how our community is using open space and their priorities for continuing use of open space. 2. *Consult*: Seek feedback on the reviewed draft strategy for adjustment prior to finalisation.
CALL TO ACTION in one sentence, what is the instruction to the community. Be specific.	Open Space – checking what is important for you? What does open space mean for you? What is it and how important is it to you? How do you use it, and what do you think your future needs might be?
SCOPE	**IN SCOPE** How do residents value and what do they desire from open space, for whom and what purposes, where, how and when? Definition of open space – what do we consider is open space? Suggestions for improvements to open space and public realm. Public accessibility of open space, quantity versus quality, existing barriers to open space use, future uses, Conversion of existing infrastructure to usable open space, use of street verges and medians of divided roads, preferred use of constrained council resources, amenity in public areas. **OUT OF SCOPE** This does not constitute any commitment to provide all desirable improvements – suggestions will be considered with other council priorities and the budget to aim for an optimal provision of facilities and infrastructure across the council area. The use of facilities by visitors is more difficult to measure and may be more relevant to tourism strategy consideration. Findings will be shared within the organisation to ensure shared learnings.
DELIVERABLES (include how feedback will be used and any process that it goes through)	By the end of this project the following actions will have been delivered: 1. A summary of feedback from consulting the community on their use of and value of open space, and possible future needs, that will inform a draft revised strategy. 2. A strategy, revised with feedback from community, for council to endorse.

CITY OF
HOLDFAST BAY

STAKEHOLDERS Think about : Who will this impact, Who will this interest Who will this influence	INTERNAL Teams: Activation, open space, assets and facilities, depot, strategic planning, community wellbeing. EXTERNAL Residents and many of those employed in City of Holdfast Bay will be interested, community clubs and sporting organisations will be interested and may be affected, and perhaps some users from adjacent councils will also have interest.		
GEOGRAPHIC REACH	The City of Holdfast Bay predominantly The on-ground engagement may include users from adjacent coastal and land locked councils while they are in the Holdfast Bay area		
Legislative requirements/ content	Not governed by legislation Adopt policy of at least 3 weeks engagement period as per Council Engagement Policy.		
RISK (Community Engagement ONLY)	*Identify risks associated with undertaking project*	**Level**	**Risk mitigation strategy**
	Engagement opportunities are not broadcast widely enough or it is perceived that the channels for engagement are inappropriate, inaccessible or too exclusive.	Low	Broaden the marketing reach through additional signs and banners.
	Information presented does not meet expectations - either it is not comprehensive or it's over complicated	Low	Simplify messaging and use everyday words to seek information.
	Community expectations of Council's consideration to their input is not met	Low	Clearly explain the community's chance to Participate in the project and close the loop.

How will the results be used	The results of this engagement will be used to : Deliver an updated and streamlined Open Space and Public Realm Strategy with implementation plan informed by feedback from engagement with the Holdfast community. Deliver a revised style guide for public realm urban design to accompany the revised strategy for open space.
CLOSE THE LOOP How will you communicate project details/outcomes back to the community	Advertise on website, newspapers and in libraries and civic centres, providing summary of what we heard about how people use and value open space and their future needs, and how it was used to adjust the strategy.

CITY OF
HOLDFAST BAY

ENGAGEMENT PARAMETERS

ENGAGEMENT APPROACH

Stage	Stakeholders	Strategy/Action	Timeline	Responsible Officer
Preparation and Promotion	• Holdfast Bay Community	**Promotion** (Communications) • Advert in Newspaper to promote engagement • Messenger column fortnightly promotion (2 editions) • Social Media broadcast when engagement is live • Coming Soon Article for Your View & Web – web banner • Corflutes advertising in a number of parks and open space locations • Banners in other reserves • A3 posters in libraries, civic centres, business locations, Jetty Road Brighton and selected community /sports centres • A4 survey handouts • Emails to Registered users and other groups		Warwick / Kaye

Engagement Period	• Holdfast Bay Community
	• Elected Members
	• Key Staff
		General Community Consultation
		• Your View HQ -
		  o Update Front Page Article
		  o Submission Form (including contact details)
		  o Question and Answer Page
		  o Interactive pin map for comments by location
		  o Document Library
		  o FAQ
		• Community Panel email notification
		• Survey/Feedback Forms
		• Written Submissions
				Caroline / Elena

	• Holdfast Bay Community
	
	• Holdfast Bay community groups and organisations
		• "Travelling conversations" - Pop up booths - face to face
		  o In squares and main streets
		  o Along trails
		  o At key reserves
		  o Along coast
		  o At any compatible local events
		
		• Visit and discussions upon request
				Strategy team with assistance from active communities team.

Closing the loop	•	Initial Engagement findings to be written up • Report to community • Report to council Engagement findings provided for the updated draft Strategy • Report to Council • Report to community		Warwick / Caroline / Elena

What are your Marketing Requirements?

Do you require images? If yes, please provide your images in a high resolution file only.
Are there any external logos? If yes, please provide these.

What do you need design?	Yes/No	Do you have a preferred size for your design?	Yes/No	How many Copies?
Information Brochure/display	Yes	A3 poster		
Feedback/Survey Form	Yes	A4 two sided		
BBQ Corflutes	Yes			
Bin Corflutes	Yes			
Your View Banner	Yes			
Public Notice				
Messenger Column – If yes what date?	Yes	2 dates between 6 March and 17 April		
Street banner	No			
Vinyl banners for reserves	Yes	To be advised		

SIGN OFF

Sign off		Date
General Manager **(please obtain GM approval before submitting your plan)**		
Project Manager	**Warwick DC – DRAFT 19 Feb**	
Engagement Coordinator		

CITY OF
HOLDFAST BAY

Levels of Engagement

For the City of Holdfast Bay, Community Engagement is a process that can involve one or a combination of three engagement levels as outlined below.

INFORM	CONSULT	ACTIVE PARTICIPATION
Definition: • One-way relationship with the community in which information is communicated to the community and individuals. • It covers both access to information via a range of mediums and active measures through education and awareness activities.	Definition: • Two-way relationship with the community where the views of individuals and communities are sought on a range of matters that may affect them directly and/or interest them. • Consultation can occur at various points in the process and can be used to help frame an issue and identify and assess options.	Definition: • Multi-level relationship with the community, actively involving members of the community members to shape policy, project and program options and recommendations. • Active Participation may extend further into collaboration where participants partner with Council, sharing the roles and responsibilities of a project. • Like Consultation, Active Participation can occur at various points in the process.
Purpose To provide the community with balanced and objective information to increase awareness and assist them to understand the project, problem, alternatives, opportunities and/or solutions.	Purpose To obtain community feedback on projects, issues, proposals or/and options.	Purpose To work directly with the community throughout the process to ensure concerns and aspirations are understood and the community is included in the identification and development of alternatives and solutions.
Techniques • Media Releases • Promotional material • Publications • Website • Advertising and Public Notices • Displays and Exhibitions • Public Information Sessions • Community Events • Fact Sheets • Your View newsfeed and articles and database	Techniques • Surveys • Discussion Forums • Your View Surveys and Forums • Public Meetings • Face to Face Conversations • Written Submissions • Polls • Road Shows • Open Days	Techniques • Focus Groups • Workshops • Steering Committees • Community Reference Groups • Advisory Committees • Your View Database

CITY OF
HOLDFAST BAY

CoHB Open Space Survey

1. Where do you live?
   CoHB Suburb or other (Free text)

2. Age (brackets)

3. Gender (options)

4. What do you consider as open space within the City of Holdfast Bay? (tick all that apply)
   a. Parks
   b. Streets
   c. Ovals + Sports fields, skate parks
   d. School ovals
   e. Beaches
   f. Foreshore paths and esplanades
   g. Dog parks
   h. Private parks, golf courses, gardens
   i. Cycleways

5. Who do you use open space with? (tick all that apply)
   j. on your own
   k. with family
   l. with friends,
   m. with pets,
   n. community groups,
   o. work colleagues,
   p. sporting groups,
   q. other (please specify)

6. What open space do you think is most important within the City of Holdfast Bay?
   (free text)

7. What open space is closest to you?
   (free text)

8. What open space do you use most frequently (eg. foreshore path, beach, park, oval)
   (free text)

9. How do you get there?
   a. Walk
   b. Run
   c. Cycle/skate/scoot
   d. Drive
   e. Public Transport
   e. Other including combination trips (please specify)

10. What do you use open / recreational space for? (tick as many as you like)

    a. Organised sports
    b. Casual sports
    c. Relaxation / general enjoyment
    d. Exercise / Fitness
       a. Dog walking

b. Meetings & gatherings
c. Events
d. Getting from A to B
e. Other

10. 11. In my suburb the number and range of open space recreation and leisure facilities is 1 very poor - 10 excellent

11. What do you like most about the open space you use?
(free text)

12. What do you like least about the open space you use?
(free text)

13. Which of the following hinder you from participating in recreation or leisure activities?
   a. Lack of time/too busy
   b. Not motivated
   c. Not close enough to walk to
   d. Traffic or footpath issues
   e. Facilities lacking
   f. Facilities crowded
   g. Lack of parking
   h. Too expensive
   i. Physical impairment or disability → IF Yes to this item, pop-up to ask if anything further can be done to assist (specifically for this sub group).
   j. Other

14. What additional facilities and amenities (eg shade, toilets, paths) would you like to see in the future?
   a. Additional open space/park
   b. more trees,
   c. wider paths,
   d. off-road bike paths,
   e. picnic areas,
   f. toilets,
   g. lawn,
   h. planting,
   i. playing fields,
   j. gardens,
   k. shade,
   l. lighting,
   m. technology (e.g. smart lighting, wifi),
   n. environmental initiatives (e.g. water treatment, landscape features, supporting biodiversity),
   o. public art

15. Given the limited resources of Council, which one would you prefer?
   a. Additional parks and public spaces
   b. Higher quality places

16. Any additional comments or feedback?
(free text)

City of Holdfast Bay   Council Report No: 63/18

Item No:	**14.6**
Subject:	**RISK MANAGEMENT FRAMEWORK POLICY AND PROCEDURE**
Date:	13 March 2018
Written By:	Team Leader Governance
General Manager:	Business Services, Mr R Bria

SUMMARY

A Risk Management Framework and Risk Management Policy were developed and endorsed by Council in 2015. These documents have now been completely revised, following the development of a new overarching Risk Management Framework, developed with assistance from Bentleys, Council's Internal Auditors. A Risk Management Procedure has also been developed to provide more detail around how the Policy will be delivered.

The proposed Risk Management Framework, Policy and Procedure were presented to the Audit Committee for comment at its meeting on 25 October 2017, and endorsed by the Audit Committee at its meeting on 31 January 2018.

The Framework, Policy and Procedure provide a comprehensive suite of documents that detail Council's approach to Risk Management activities. The documents outline the key requirements, purpose, scope and responsibilities in relation to Risk Management.

The Policy is presented to Council for endorsement. The Framework and Procedure are presented to Council for information, and will be managed by the Senior Leadership Team.

RECOMMENDATION

1.   **That Council endorse the Risk Management Policy included as Attachment 2.**

2.   **That Council note the development of the Risk Management Framework and Risk Management Procedure to support the implementation of the Risk Management Policy.**

COMMUNITY PLAN

Culture: Enabling high performance
Culture: Being financially accountable
Culture: Supporting excellent, efficient operations

COUNCIL POLICY

Risk Management Policy

STATUTORY PROVISIONS

Local Government Act 1999

BACKGROUND

The current Risk Management Framework and Risk Management Policy were endorsed by Council in 2015.

The Proposed Risk Management Framework, Policy and Procedure were presented to the Audit Committee for comment at its meeting in 25 October 2017. Following the receipt of relevant feedback from the Audit Committee in November and December 2017, the documents were reviewed and finalised by administration. The final versions were endorsed by the Audit Committee at its meeting on 31 January 2018.

REPORT

The Risk Management Framework and Risk Management Policy have been revised and a Risk Management Procedure has been developed in order to provide a comprehensive suite of documents that detail Council's approach to Risk Management activities. The documents outline the key requirements, purpose, scope and responsibilities in relation to Risk Management.

Following the endorsement of the Risk Management Policy, administration will undertake an implementation program. This will include education and training for Council, Audit Committee and administration in relation to their risk management roles and responsibilities, with the aim of embedding the risk management culture within all operations.

Risk Management Framework
A Risk Management Framework has been developed with assistance from Council's Internal Auditors, Bentleys. The Framework is the overarching document that details Council's guidelines for the identification, monitoring and reporting of risks at both a strategic and operational level. The new Framework provides a comprehensive description of the activities, processes and responsibilities that contribute to risk management for the Council.

Refer Attachment 1

Risk Management Policy
Council's Risk Management Policy has been completely revised. One of the main changes to this document is the removal of the descriptions of the Risk Management Principals from the Australian Standard. A reference to this standard is still included within the policy, and the list of each of the principles is now captured in the Risk Management Procedure. The roles and responsibilities have been clarified at a policy level in relation to the Council, Chief Executive

Officer and the Audit Committee. All other details that have been removed, including the administration allocation of roles and responsibilities, are now captured in the Risk Management Procedure.

Refer Attachment 2

The previous version of the Policy is also attached with track changes. All of the content that has been deleted, can be found in the new Procedure.

Refer Attachment 3

Risk Management Procedure

A Risk Management Procedure has been drafted by administration to support the operation of the Risk Management Framework and Policy. The Procedure captures the Risk Management Principles from the Australian Standard, the roles and responsibilities of the Council, Audit Committee, Chief Executive Officer and all levels of administration. The Procedure also includes all the risk management tables referenced in the Framework.

Refer Attachment 4

BUDGET

There are no budget implications with the review of these documents.

LIFE CYCLE COSTS

There are no life cycle costs associated with this report.

Trim Container	FOL/17/158
Trim Document Number:	DOC/18/xxxx
First Issued / Approved:	March 2018
Last Reviewed:	March 2018
Next Review:	March 2021
Parent Policy	Risk Management Framework
TRIM Container	xxxxx
Responsible Officer:	Team Leader Governance
Date placed on Intranet	Xx xxxxx 2018

1.   PREAMBLE

The structure of managing risk, includes the roles and responsibilities for risk management within the City of Holdfast Bay and the risk management recording and reporting requirements.

1.1   Background

The international risk management standard (ISO 31000:2009) provides a generic risk management process that can be applied to any organisation of any size and in any jurisdiction or sector.

The City of Holdfast Bay (Council) needs to ensure that it has an appropriate risk management framework that meets Council's strategic and operational objectives and promotes a positive risk culture across Council.

1.2   Purpose and Scope

This framework provides guidelines and step by step processes for all Council employees in the identification, management and reporting of risks across all areas of Council operations which will minimise potential negative exposures and maximise opportunities. This framework is supported by Council's Risk Management Policy and Risk Management Procedure.

2.   RISK MANAGEMENT

2.1   What is risk management?

Risk is defined in Australian Standard ISO 31000: Risk Management – Principles and Guidelines (the Standard) as *"the effect of uncertainty on objectives"*. The Standard defines risk management as *"the process designed to identify potential events that may affect an entity and manage risk to be within its risk appetite and provide reasonable assurance regarding the achievement of entity objectives"*.

Risk includes a failure to identify, assess, evaluate and manage threats and recognise and seize opportunities. Risk is measured in terms of likelihood of

1

occurrence and consequences in light of the existing management strategies and controls in place to manage the risk.

Risk management includes:
- the identification, sourcing and measurement of risk;
- design and implementation of capabilities for avoiding, retaining, transferring and exploiting risk; and
- monitoring risk within acceptable tolerance levels.

The goal is not to eliminate all risks, but instead manage risks involved in Council's operations and services.

2.2   Benefits of risk management

Risk influences every aspect of the operations of Council and are both internal and external. Understanding risks and managing them appropriately will enhance our ability to make better decisions, safeguard our assets, enhance the ability to provide services to the community and to meet Council's strategic objectives.

The benefits of a coordinated and systematic approach to risk management include:
- having a clear understanding of the key risks facing the City of Holdfast Bay;
- providing assurance to Council, the CEO, senior management and stakeholders that critical risks are being appropriately managed;
- encouraging proactive management of strategies to identify and manage risks;
- promoting a positive risk management culture; and
- establishing an effective method for decision making, planning and reporting.

3.   RISK MANAGEMENT PROCESS

A graphic summary of the risk management process is included in **Appendix 1**.

Each component of the risk management process is detailed below.

3.1   Communicate and Consult

Ongoing communication and consultation with all involved parties to ensure understanding of the risk management process and its intended outcomes is performed by the Risk Manager. This includes the following:
- collating reports for presentation to the Senior Leadership Team, the Audit Committee and Council;
- facilitating ongoing operational reviews of risk registers;
- coordinating risk assessments for specific projects and events and ongoing advice and support to ensure compliance with the Risk Management Framework.

A consultative approach will:
- help define the context;

- ensure risks are identified effectively;
- bring different areas of expertise together (internal as well as external parties) in analysing risks;
- ensure that different views are appropriately considered in evaluation risks and appropriate change management occurs during risk treatment;
- promote the ownership of risk by managers; and
- facilitate the engagement of stakeholders allowing them to understand and appreciate the benefits of controls and the need to endorse and support a treatment plan.

3.2 Establish Context

The internal and external contexts in which the risk management process is addressing need to be considered. Establishment of the context is required to define the basic parameters for risks to be identified, examined and managed and sets the scope for the risk management process.

3.2.1 External Context

Consideration of the external context includes the following:
- opportunities and threats associated with the local, regional, state and global economic, social, political, cultural, regulatory and competitive environments;
- Government policies, legislation and objectives/strategies;
- other external stakeholders and their objectives and strategies.

3.2.2 Internal Context

Consideration of the internal context includes the following:
- Council's plans, objectives and strategies;
- Council's organisational capabilities;
- risk appetite, including when risk is tolerable or not;
- operational constraints, including budget, resources and capabilities;
- Council policies, procedures and guidelines.

3.3 Risk Identification

Risk identification is a critical activity at both a strategic and operational level. It needs to include all significant sources of risk, including those beyond Council's control. If a risk or threat has not been identified, then strategies cannot be created to defend against it. Identification should include all risks whether or not they are under the influence of Council. An example of a documented risk from Council's Strategic Risk Register is contained at **Appendix 2.**

The process for identifying risks will usually involve the use of:
- workshops (using brainstorming approaches, SWOT analysis techniques, project or business categories) with key stakeholders that are best equipped to identify and assess the risks and those who will be involved in risk mitigating processes and actions;
- interviews with respective Risk Owners by the Risk Manager;
- documentation of risks in a Risk Register; and

3

The electronic version on the Internet/Intranet is the controlled version of this document.
Printed copies are considered uncontrolled. Before using a printed copy, verify that it is the controlled version.

- verification of the output by the key stakeholders.

Risk management activities should be directed towards the identification and capture of key risks ensuring the benefit outweighs the potential increased cost and effort in capturing all possible risks.

Council has identified eight risk categories, including the Business Unit responsible. Details of the risk categories are contained in the Risk Management Procedure.

3.4 Risk Analysis

Risk analysis is the process of developing an understanding of each risk. The analysis is based on an assessment of the:

- **risk likelihood** (the chance of something happening); and
- **risk consequence** (the outcome or impact of an event)

and considers the controls or mitigating activities already in place that reduce the level of risk.

The following tables are used in estimating risk likelihood and risk consequence in order to determine an overall risk rating.

Likelihood Ratings for Risk Occurrence		
Level	**Descriptor**	**Description**
E	Almost certain	Event is expected to occur in most circumstances
D	Likely	Event could occur in most circumstances
C	Possible	Event could occur at some time
B	Unlikely	Event could occur in circumstances
A	Rare	Event may only occur in exceptional circumstances

Consequence Ratings for Risks		
Level	**Descriptor**	**Description**
1	Insignificant	Not worthy of intervention. Existing controls and procedures are able to cope with the event.
2	Minor	Minor event with consequences which can be readily absorbed but requires management effort to minimise the impact
3	Moderate	Moderate event which can be managed under normal circumstances
4	Major	Major event which will be endured with proper management
5	Catastrophic	Critical event with potential to lead to business, project or event failure

Additional detail on consequences in terms of reputation, business impact, public safety, environment and service delivery is contained at **Appendix 3**.

Once the likelihood and consequence have been assessed for a particular risk, the overall risk can be calculated using the following risk priority matrix:

Consequence Likelihood		Insignificant 1	Minor 2	Moderate 3	Major 4	Catastrophic 5
Almost Certain	E	Moderate	High	High	Extreme	Extreme
Likely	D	Low	Moderate	High	Extreme	Extreme
Possible	C	Low	Low	Moderate	High	Extreme
Unlikely	B	Low	Low	Low	Moderate	High
Rare	A	Low	Low	Low	Moderate	High

3.5 Risk Evaluation

Risk evaluation is the process used to develop and document a greater understanding of the risk as a basis for future management and treatment. The following diagram illustrates the risk decision process for the City of Holdfast Bay.
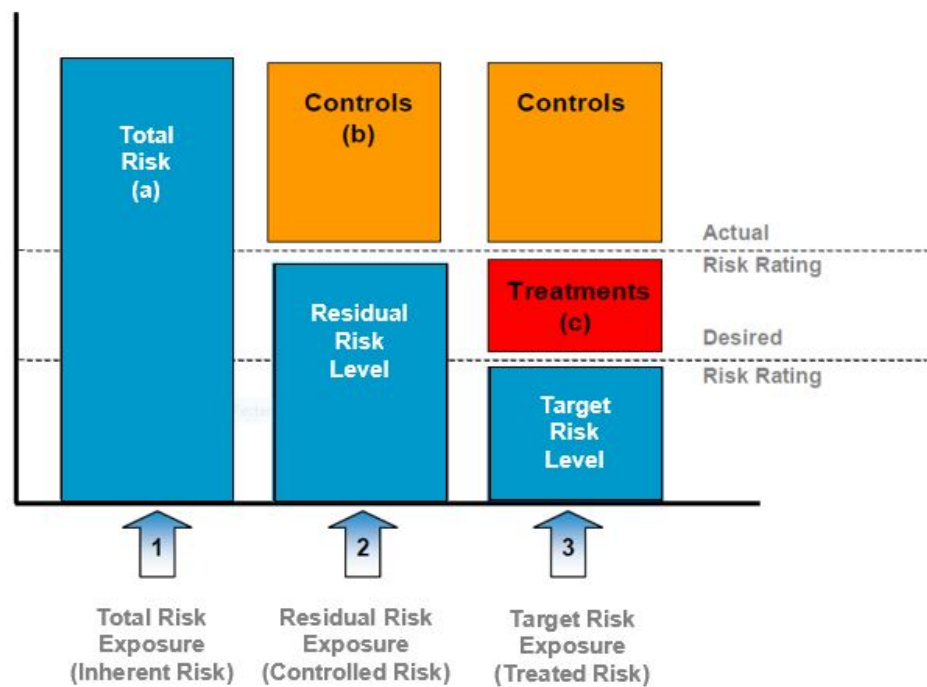
Inherent risk is the risk level prior to the implementation of risk treatment and controls.

Residual risk is the risk level that takes into account the effectiveness of existing controls to reduce or mitigate risk exposures.

Target risk is the aspirational risk level deemed acceptable with additional treatment and controls over and above those of the residual level.

3.6 **Risk Treatment**

Each risk is evaluated against a range of different risk management strategies including:
- **Risk Acceptance**
- **Risk Reduction**
- **Risk Avoidance**
- **Risk Sharing**

The following table details these risk treatment options with the aim of reducing residual risk exposure to a tolerable level in a cost effective and timely manner. The treatment plan may incorporate one or more of the options below.

Risk treatment plans should be integrated into the relevant work area of Council, have a designated owner and timeframes for completion. A final risk analysis should then be conducted to determine the proposed residual risk rating assuming the treatments will be correctly implemented.

3.7 **Monitoring and Review**

An effective risk management process requires ongoing monitoring and review of all risks, controls and treatments and is part of normal management activities. The City of Holdfast Bay has a process that ensures risk registers are

monitored and reviewed regularly and risk owners are engaged in the process. This ensures that treatment plans are achieving their aim and remain relevant. It also highlights changes in risk analysis ratings and identifies any new risks arising from any changed internal or external context.

3.7.1 Reporting

Reporting is undertaken on a regular basis to ensure that key stakeholders have visibility of relevant risks and the implications of risks can be considered by management and in decision making. The following diagram provides a high-level overview of reporting of risk information for the City of Holdfast Bay.
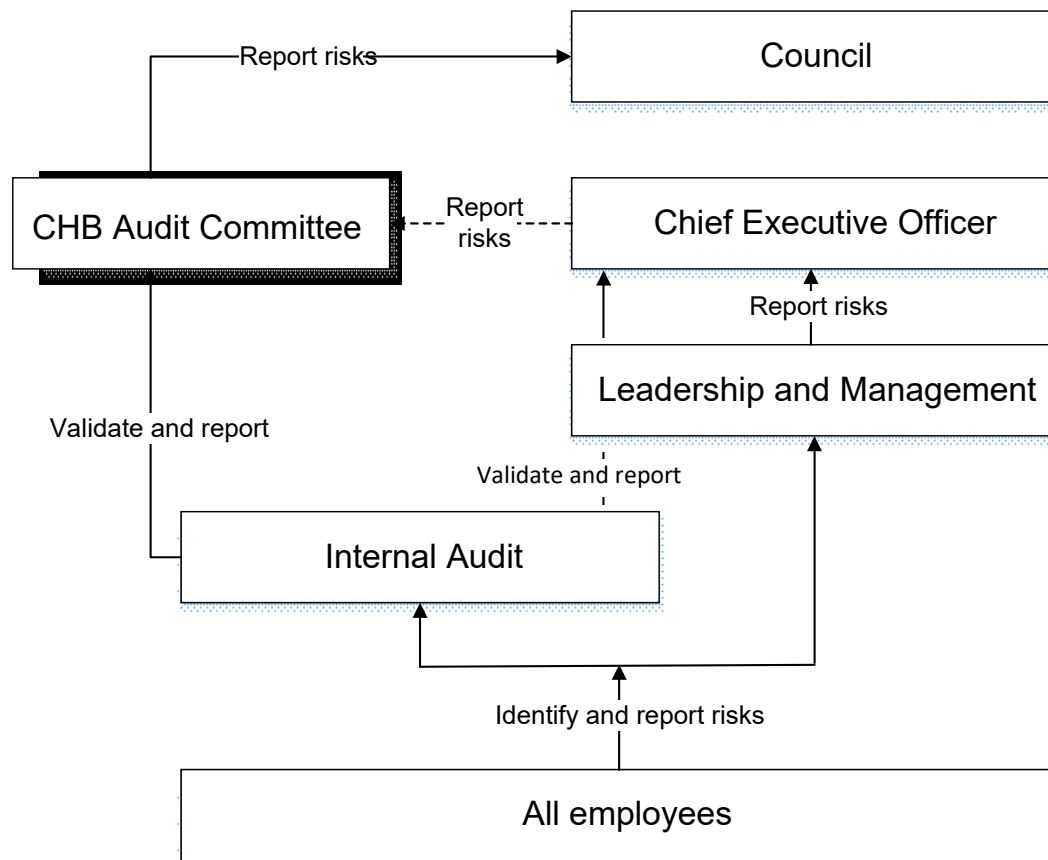
3.7.2 Review of Risk Registers

Review of risk registers aims to validate the accuracy and trends of risk related information and is coordinated by the Team Leader Governance. A summary of risk reporting requirements is provided in the tables below:

Risk Rating	Strategic Risk Reporting
Extreme	All Strategic risks, regardless of rating, are reported to the CHB Audit Committee, Senior Leadership Team and CEO.
High	
Moderate	

Low	Strategic Risks are managed by CHB Leadership and Management.

All strategic risks will be reported to the CHB Audit Committee at each Audit Committee meeting, including the status of each risk and any mitigating action occurred in managing the risk.

Residual Risk Rating	Operational Risk Reporting
Extreme	All Extreme Operational risks are reported to the CHB Audit Committee, Senior Leadership Team and the CEO.
High	All High Operational risks are reported to the CHB Audit Committee, Senior Leadership Team and the CEO.
Moderate	Reported and managed by CHB Leadership and Management
Low	Reported and managed by CHB Leadership and Management

All extreme and high rated risks will be reported to the CHB Audit Committee at each Audit Committee meeting, including the status of each risk and any mitigating action occurred in managing the risk.

5. **INTEGRATION OF RISK MANAGEMENT INTO COUNCIL PROCESSES**

An integrated risk management process requires embedding risk management into every aspect of Council's operations to manage risks and achieve its objectives. This includes both strategic and operational activities, processes, functions, projects, services and assets. Risk management is integrated into the following activities and processes:

5.1 **Strategic and Operational Risks**

Strategic and Operational Risk Registers will be reviewed, reassessed and monitored on an annual basis. The review will be undertaken by a group coordinated by the Risk Manager including both Elected Members and Senior Management as deemed appropriate by the Risk Manager. Risks are recorded in terms of the inherent risk, residual risk and target risk and mitigation strategies identified for those risks with gaps between the residual and target risk.

The Internal Audit Program will address the key risks identified in the Risk Registers, which can be ranked according to their likelihood and consequence.

Who responsible: Risk Manager

Frequency: Annual

5.2 **Financial Risks**

Financial Risks including fraud and theft in the areas of payroll, purchasing, contracting, cash handling and investment are captured as a part of the Strategic Risk Register. Controls to mitigate these risks include policies and procedures, controls within the finance system, and compliance monitoring using Control Track.

Who responsible: Manager Finance

Frequency: Annual

5.3 Budget and Annual Business Planning

Throughout the development of the Annual Business Plan and the budget planning process, key risks and opportunities facing Council are considered. The planning process identifies and reviews key risks that may impact its ability to meet its strategic and legislative requirements and objectives. Council's New Initiative process includes a risk assessment for all new requests for funding, and risk is incorporated into the prioritisation of projects.

Who responsible: Senior Leadership Team

Frequency: Annual

5.4 Procurement and Contractor Management

Council balances risk and opportunity in ensuring that the right mix of risk between suppliers and Council is maintained. It also ensures that suppliers have sufficient professional indemnity and public liability insurance, including the obtaining of Certificates of Currency over the contract duration. It also ensures that its suppliers are committed to workplace health and safety as well as being competent in the provision of goods or services.

Who responsible: Staff with financial delegation, project managers, Team Leader Governance

Frequency: Ongoing

5.5 Event Management

For any events to be undertaken, a risk management plan is developed, consistent with this framework that includes the recording of risks, consequences, likelihood, risk rating, preventative action required, responsive action required. It also includes a guide of possible risks to assist event organisers complete the plan eg. food handling, traffic disruption, trip hazards, etc.

Who responsible: Manager City Activation

Frequency: Every Event application

5.6 Alwyndor Aged Care Accreditation

All aged care homes receiving government subsidies need to meet quality standards called accreditation standards. They cover areas such as management, staffing, health and personal care, resident lifestyle, living environment, catering, cleaning, continuous improvement, and safety and security. Accreditation assessment teams provide ongoing monitoring and make planned visits and yearly unannounced visits to aged care homes as part of the monitoring activities. Alwyndor has its own compliance program ensuring it meets the 44 accreditation requirements. Alwyndor also has its own Risk Management Plan and also maintains a corporate risk register.

Who responsible: General Manager Alwyndor

Frequency: Ongoing

5.7   **Workplace Health and Safety**

Workplace health and safety (WHS) is managed throughout the City of Holdfast Bay in dealing with its employees, contractors and volunteers. These groups are thoroughly inducted in WHS principles before commencing work at the City of Holdfast Bay and include topics such as worksite hazard management, personal safety, plant and equipment storage, electrical safety and reporting of incidents. Different induction checklists are used for approved contractors depending on the nature (risk) of the work to be performed. Job Safety Assessments are also performed consistent with this framework that includes the recording of hazards and risks, risk ratings, risk control measures and the name of the person responsible for implementing the control measures.

WHS also includes healthy catering to ensure that Council's staff, elected members, volunteers and visitors always have access to healthy catering options when attending City of Holdfast Bay meetings, workshops, events and facilities.

Who responsible: All staff, WHS Coordinator

Frequency: Ongoing

5.8   **Project Management**

Key risks are considered as part of projects to ensure they are effectively managed from concept to implementation. All major projects require a formal documented risk assessment be performed, consistent with this framework, at the concept stage, ongoing and post project completion, as part of the post project review process.

Who responsible: Project Managers

Frequency: Throughout the project lifecycle

5.9   **Asset Management**

Council performs regular assessments of risks associated with service delivery from its assets Council's Assest Management Plans are reviewed every 4 years and include an assessment of risk. Individual assest classes are also reviewed more frequently with risk management forming a part of the condition assessment. Councils Capital Works Program is also determined as a result of risk management processes with project prioritised accordingly.

Who responsible: Project Managers, General Manager City Assets and Services

Frequency: Ongoing

5.10   Business Continuity

Key risks that impact on the ongoing continuity of service delivery of Council following a disruptive incident have been considered and assessed and included in the Business Continuity Plan.

Who responsible: Senior Leadership Team

Frequency: Yearly

5.11   Emergency Risk Management Plan

The Cities of Holdfast Bay, Marion, Mitcham and Unley have developed a regional framework that is designed to provide support to current Council systems in place to manage emergencies as well as provide scope for future, ongoing planning and development of improved strategies to prevent, prepare to respond to or recover from emergencies within the community.

Who responsible: Senior Leadership Team

Frequency: Yearly

6.   REFERENCES

6.1   Policies and Procedures
- Risk Management Policy
- Risk Management Procedure
- Procurement Policy
- Internal Purchasing Policy
- Internal Tendering Policy
- Climate Change Policy
- WorkHealth and Safety Policy
- WHS Contractor Management Procedure
- Healthy Catering Policy

6.2   Forms and Templates
- Risk Register
- Events @ The Bay – Risk Management Plan Template

- Job Safety Assessment
- Induction Checklist for Approved Contractors providing High risk or Construction Works
- Induction Checklist for Approved Contractors – Medium Risk and/or repeated works
- WHS Hot Work Permit Form
- WHS Construction Activities Guidance Checklist
- Contractor Feedback Form
- Induction checklist for Consultants and Temporary Staff
- WHS Contractor Induction Handbook
- Procurement Plans

6.3   Legislation

- Civil Liability Act 1936
- Work Health and Safety Act 2012
- Local Government Act 1999
- Emergency Management Act 2004
- Aged Care Act 1997
- Quality of Care Principles 2014
- South Australian Public Health Act 2011

6.4   Other References

- AS/NZS ISO 31000:2009 Risk Management – Principles and Guidelines
- Audit Committee Terms of Reference
- Better Practice Model – Internal Financial Controls 2017 SALGFMG
- City of Holdfast Bays Strategic Plan
- Public Health Plan 2014 - 2019
- Events @ The Bay – Risk Management Plan Guidelines and Template
- Asset Management Plans
- Emergency Risk Management Plan
- Business Continuity Plan
- Community Emergency Management Framework
- Workplace Emergency Evacuation Plan

6.5   Definitions

Key Term	Definition
Consequence	The outcome of an event expressed qualitatively or quantitatively, being a loss, injury, disadvantage or gain. There may be a range of possible outcomes associated with an event.
Control	Any action taken by staff, management, Council, event organisers and other parties to manage risk and increase the likelihood that established objectives and goals will be achieved.

Key Term	Definition
Cost	Of activities, both direct and indirect, involving any negative impact, including money, time, labour, disruption, goodwill, political and intangible losses.
Contingency	Budget (cost benefit) or time (duration) that may be used in the event of a risk occurrence.
Event	An incident or situation, which occurs in a particular place during a particular interval of time.
Frequency	A measure of the rate of occurrence of an event expressed as the number of occurrences of their event in a given time. See also Likelihood and Probability.
Hazard	A source of potential harm or a situation with a potential to cause loss.
Inherent limitations	Those limitations of all enterprise Risk Management Frameworks. The limitations relate to the limits of human judgment; resource constraints and the need to consider the cost of controls in relation to expected benefits; the reality that breakdowns can occur; and the possibility of management override and collusion.
Inherent risk	High inherent risks that are well controlled may fall out of our field of view if only the residual risk is assessed. The purpose of assessing inherent risk is to ensure that we maintain focus on compliance with controls. The inherent risk should be considered in the absence of added controls.
Likelihood	Used as a qualitative description of probability or frequency of a risk occurring.
Loss	Any negative consequence, financial or otherwise. Can be differentiated as follows: • **Maximum foreseeable loss**- highest possible loss after considering controls • **Maximum possible loss** – highest possible loss without considering controls
Monitor	To check, supervise, observe critically or record the progress of an activity, action or system on a regular basis in order to identify change.
Probability	The likelihood of a specific event or outcome, measured by the ratio of specific events or outcomes to the total number of possible events or outcomes.
Reasonable assurance	The concept that enterprise risk management, no matter how well designed and operated, cannot guarantee that an entity's objectives will be met. This is because of inherent limitations in all Risk Management

Key Term	Definition
	Frameworks.
Residual risk	The remaining risk after action has occurred to alter the risk's likelihood or consequence.
Risk	The possibility of an event occurring that will have an impact on the achievement of objectives. Risk is measured in terms of consequence and likelihood.
Risk Acceptance	An informed decision to accept the consequences and the likelihood of a particular risk.
Risk acceptance criteria	The formal establishment of criteria or boundaries designed so that the residual risk does not exceed the selected range of financial and operating outcomes.
Risk analysis	A systematic use of available information to determine how often specified events may occur and the magnitude of their consequences.
Risk appetite	The level of risk that is acceptable to Council. This may be set for Council as a whole, for different groups of risks or at an individual risk level.
Risk assessment	The overall process of risk analysis and risk evaluation.
Risk avoidance	An informed decision not to become involved in a risk situation.
Risk evaluation	The process used to determine risk management priorities by comparing the level of risk against predetermined standards, target risk levels or other criteria.
Risk identification	The process of determining what can happen, why and how.
Risk Management Framework	The totality of the structures, methodology, procedures and definitions that Council has chosen to use to implement its Risk Management Processes.
Risk Management Processes	Processes to identify, assess, manage, and control potential events or situations, to provide reasonable assurance regarding the achievement of Council's objectives.
Risk Register	The summary report of all individual risks within each assessment, which include risk ratings (inherent, residual and targeted), level of control, risk decision, risk owner and summary of key controls and/or mitigating actions.

Key Term	Definition
Risk Treatment	The means by which an entity elects to manage or treat the individual risks. The main categories are to accept the risk; to mitigate it by reducing its consequence or likelihood; to transfer it to another party or to avoid the activity creating it.
Stakeholders	Parties and stakeholders who may affect, be affected by, or perceive themselves to be affected by, a decision or activity.
Target risk	The aspirational risk level deemed acceptable with additional controls over and above those of the residual level.

APPENDIX 1 – Documented Risk Example

Identify Risk			
Risk Number	1	**Risk Owner**	GM City Assets
Risk Description	Damage and destruction of major council assets (infrastructure and operational assets)		
Sources of Risk	Asset/Infrastructure		
Causes of Risk	- Adverse Weather - Lack of maintenance program - Vandalism - Worker Error - Impact of other new development - Terrorism - Public disruption - Incorrect design and poor planning and engineering		
Consequences	- Business continuity of council - Reputation damage - Disruption of trade - Loss of revenue - Financial liability to repair asset replacement - Loss of life		

Assess Risk – Inherent Risk (Before Controls)		
Consequence Rating	**Likelihood Rating**	**Inherent Risk Rating**
Catastrophic	Possible	**Extreme**

Evaluate Risk			
Mitigation Strategy	Reduce		
Existing Controls		**Last Review**	**Effectiveness**
- Insurance policies - Maintenance programs IAMP - Safe operating procedures - Security measures and deterrents - Trained staff - Good project management framework - Spare ticket machines on hand plus, spare parts to repair			Effective / Partial / Not effective
Overall Effectiveness of Controls	Effective / Partial / Not Effective		

Assess Risk – Residual Risk (After Controls)		
Consequence Rating	**Likelihood Rating**	**Residual Risk Rating**
Moderate	Possible	**Moderate**

Target Risk		
Consequence Rating	**Likelihood Rating**	**Target Risk Rating**
Moderate	Unlikely	**Low**

Treat Risk			
Treatment Number	**Treatment Plan**	**Responsibility**	**Due Date**
1.1	Review IAMPs and related maintenance programs		

APPENDIX 2 – Risk Management Process

The risk management process is based upon the Standard as shown below:

The electronic version on the Internet/Intranet is the controlled version of this document.
Printed copies are considered uncontrolled. Before using a printed copy, verify that it is the controlled version.
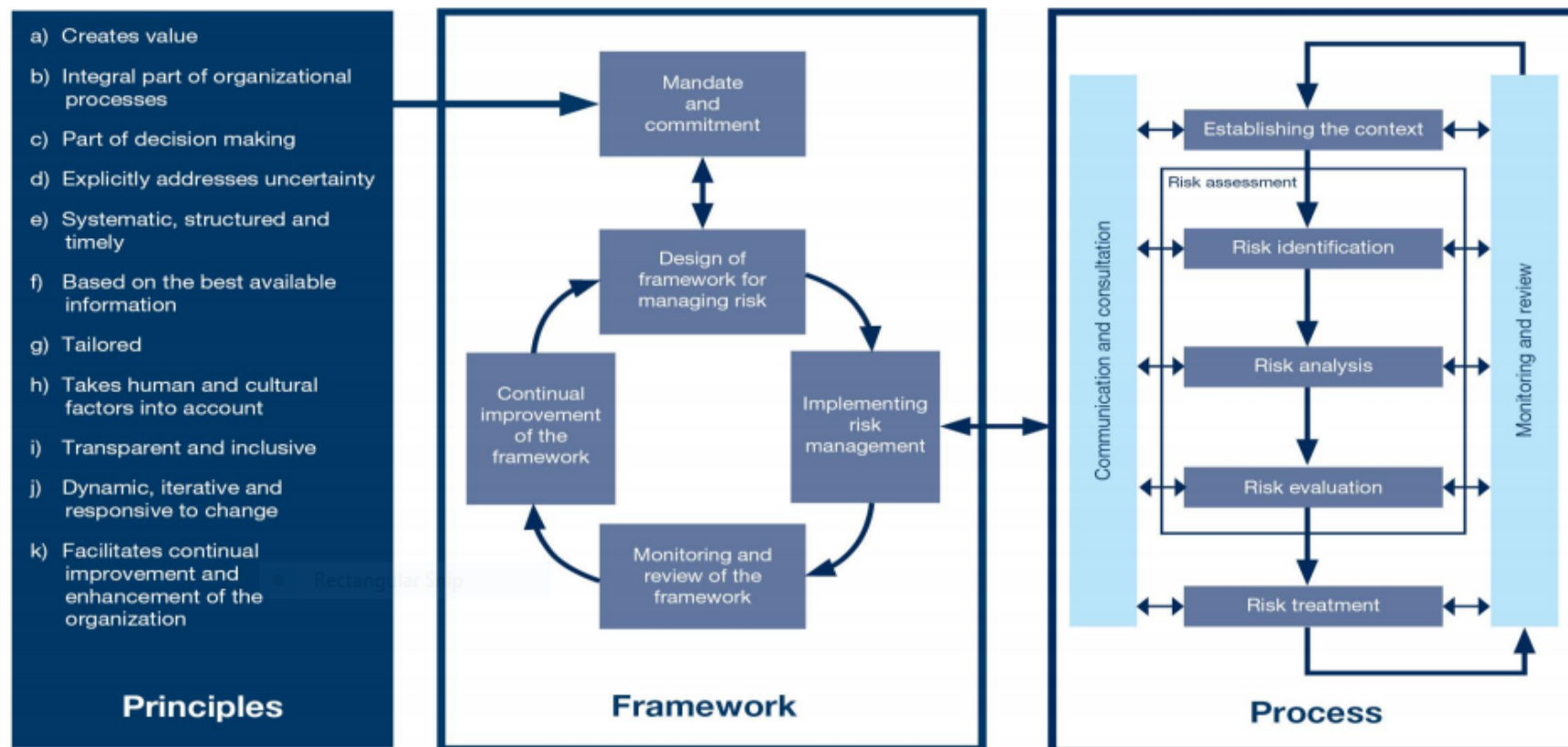
APPENDIX 3 – Consequence Scale and Descriptions

Impact Scale	Reputation	Business impact	Public Safety	Environment	Service Delivery
1. Insignificant	No adverse effect on public image No media interest Insignificant level of community concern. A slight but manageable increase in the number of adverse resident complaints Negligible adverse impact upon social health and wellbeing of the community which has little or no impact upon established community relationships and links.	Low financial loss – impact of less than $5k Operational issues manageable within normal activities	No injuries Minor repairs required of an insignificant nature to property / infrastructure.	"Nuisance" category under the SA Environment Protection Act (1993) met Short term, immediately reversible effects on ecosystem	Insignificant impact on Council's ability to achieve strategic outcomes
2. Minor	Minor adverse effect on public image Minor media coverage in paper distributed within the local area (small scale single article). Minor level of community concern, an increase in the number of resident complaints requiring direct effort to resolve/attend to. Minor adverse impact upon social health and wellbeing of the community that may have a minor impact upon established community relationships & links.	Medium financial loss – impact of between $5k and $20k Minor impact in undertaking routine activities	Only First Aid treatment required Minor loss or infrastructure damage. Normal seasonal illness leading to minor disruption to activities	"Nuisance" category under SA Environment Protection Act (1993) Some minor adverse effects to few species/ ecosystem parts that are short term and immediately reversible. Contamination – on-site release immediately contained	Some delays in delivery of strategic initiatives, but only minor aspects impacted. Overall strategic intent still achievable
3. Moderate	Moderate adverse effect on public image Adverse media campaign in Messenger over two or more issues, supported by uptake of issue in Advertiser and or local electronic media Moderate level of community concern, large number of complaints and letters to editor in Messenger Paper Minor common law action or ombudsman investigation threatened/ initiated.	Moderate financial loss – impact of between $20k and $50k Impaired ability to maintain normal operations. Reprogramming required. Minor legal issues, non-compliances and breaches of regulation.	Medical treatment required which may include short term admission to hospital Moderate loss/or infrastructure damage Local epidemic leading to noticeable disruption of activities	"Material" category under the SA Environment Protection Act (1993) Contamination – on-site release contained with outside assistance Ecosystems- temporary, reversible damage, loss of habitat and migration of animal populations, some reduction in numbers and die back of plants. Pollution requires physical removal, air quality constitutes potential long term health problems. Manageable restrictions in resource usage	Some key components of the Strategic Plan cannot be achieved within expected timeframes. Additional funding/resources or some strategies reprioritisation is required
4. Major	Significant adverse effect on public image Widespread adverse media campaign including electronic local and national media. Social media going viral requiring management intervention. Pressure on State Government and Agencies to intervene Significant level of community concern Social health and wellbeing of the community seriously affected by major community unrest and/or significant breakdown of established community relationships and links. Significant Common Law Action threatened, major ombudsman investigation initiated	Major financial loss - impact of between $50k and $100k Significant effects loss of ability to complete programs, major restrictions to services and project delivery Serious breach of regulation with investigation or report to authority with prosecution and/or moderate fine possible.	Serious & extensive injuries Serious structural damage to infrastructure or serious loss of assets. Widespread epidemic that causes significant disruption to activities	"Serious" category under the SA Environment Protection Act (1993) Contamination – off-site release with no detrimental effects Ecosystems – recoverable damage, death of animals in large numbers, widespread habitation destruction, significant air quality issues. Pollution issues requiring long term management, serious introduction of invasive species Restrictions on resource usage threatening viability of accepted lifestyle	Key Strategic Objectives unable to be achieved; review of Strategic Plan is required
5. Critical	Major effect on public image Widespread adverse media campaign including electronic local, national and international media. Widespread community outrage Social media going viral, unable to be contained. State Government and Agencies to intervene. Social health & wellbeing of the community severely affected resulting in fracturing of established community relationships & links. Class Actions, Judicial Inquiries Initiated	Critical financial loss/exposure – impact greater than $100k Projects & programs failure, inability to meet minimum acceptable standards, Major breaches of regulation, sanctions imposed	Fatalities Critical loss, irreversible damage property / infrastructure with a replacement cost that overwhelms the capital budget (>25%) Community movements restricted under State Emergency Plan	"Serious Material harm" category under the SA Environment Protection Act (1993) and EPA actions initiated Off-site contamination requiring immediate and significant remediation actions Ecosystems – irreversible damage, widespread loss of animals, and key stone species extinctions, destruction of flora species, widespread domination of invasive species. Pollution unable to be effectively remediated. Restriction on resource usage resulting in permanent disruption of accepted life-style	Goals of Strategic Plan not achievable; total and immediate re-work of Plan is required

18

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Last Reviewed:	N/A
Next Review:	30/06/2019
Responsible Officer:	Team Leader Governance
Date Placed on Intranet::	XX March 2018

1.   PREAMBLE

This Policy outlines the Council's responsibilities and commitment to risk management within Council operations. This approach is intended to protect Council's employees, assets, liabilities and community against potential exposures. By undertaking risk management practices Council will minimise uncertainty in achieving its goals and objectives, and maximise opportunities to achieve its Strategic Plan.

1.1   Background

This Policy is part of Council's Risk Management Framework and various management systems processes and procedures, and forms an integral part of the City of Holdfast Bay's continuous improvement process and ultimately the Council's Strategic Planning process.

1.2   Purpose

The purpose of this Policy is to give outline the key principles in Council's Risk Management Framework, providing an effective process for the identification, analysis and management of both negative and positive impacts on physical, social and economic capital. This will support sustainability and safeguard Council's assets, infrastructure, people, finances and reputation.

1.3   Scope

This policy applies to all internal and external stakeholders, authorised to act on behalf of Council, including Elected Members, employees, contractors and volunteers at the City of Holdfast Bay.

1.4   Strategic Reference

Culture: Supporting excellent, efficient operations

2.   PRINCIPLES

2.1   In managing risk at the City of Holdfast Bay, Council will ensure that the organisation has an ethos and operating culture, which integrates risk management processes into management activities at both strategic and operational levels.

2.2   Council's Risk Management Framework is based on the principles contained within AS/Nz ISO 31000:2009 Risk Management – Principles and Guidelines.

2.3   Council will ensure that appropriate policies and procedures of internal control are implemented and maintained.

2.4   Council will apply risk management strategies to all business activities using contemporary and industry best practice models to ensure all staff are provided with the tools to achieve the objectives of the Risk Management Framework, Policy and Procedure.

2.5   Council will implement a monitoring and reporting process to ensure that risks are regularly reviewed, amended and mitigated as required.

2.6   Risk Registers

2.6.1   Council will establish a Strategic Risk Register and an Operational Risk Register.

2.6.2   Within the registers, the individual risks will be rated for inherent, residual and target risks.

2.6.3   Treatments plans will be developed where action is required to achieve the desired target risk rating.

2.7   Risk Appetite

2.7.1   Council will determine a target risk rating for all strategic and operational risks.

2.7.2   Council will tolerate an inherent or residual risk rating of moderate or low, unless:
   a.   action is required to achieve the target risk rating
   b.   there is a legal or statutory requirement to take further action
   c.   there is a specific Council direction requiring further action
   d.   it is in the public interest to take further action
   e.   the benefit to be gained from implementing the treatment plan is greater than the costs required to implement the treatment plan.

2.7.3   Any treatment plans that are within the above tolerance will not be given priority for action.

2.8   Roles and Responsibilities

2.8.1   Council is responsible for facilitating resources and guidance in relation to the Risk Management Policy and setting the organisation's risk appetite. Council must also review and consider any report or recommendations regarding the Risk Management Framework. .

2.8.2   The Chief Executive Officer is responsible for ensuring overall effectiveness of risk management process in accordance with Council's Risk Management Framework by ensuring that adequate resources are available and employees have the necessary knowledge and skills. The Chief Executive Officer must also ensure that annual risk management planning is undertaken.

2.8.3   The Audit Committee is responsible for assisting Council in discharging its responsibility in relation to risk management. The responsibilities of the Committee are contained in the Committee's Terms of Reference.

3.   REFERENCES

3.1   Legislation

- *Civil Liability Act 1936*
- *Work Health and Safety Act 2012*
- *Local Government Act 1999*
- *Emergency Management Act 2004*

3.2   Other References

- AS/NZS ISO 31000:2009 Risk Management – Principles and Guidelines
- Audit Committee Terms of Reference
- Better Practice Model – Internal Financial Controls 2012 SALGFMG
- *Business Continuity Plan*
- *Community Emergency Management Framework*
- *Risk Management Framework*
- *Risk Management Procedure*
- *Workplace Emergency Evacuation Plan*

RISK MANAGEMENT POLICY

Trim Container	TRIM Container Number
Trim Document Number:	TRIM Document Number
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Next Review:	**30/06/2019**
Responsible Officer:	Responsible Officer
Date Placed on Intranet::	**Date Placed on Intranet**

1.   PREAMBLE

~~The purpose of t~~This Policy ~~is to formalise~~ outlines the Council's responsibilities and commitment to risk management ~~and to establish responsibilities for the application of risk management~~ within Council operations. This approach is intended to protect Council's employees, assets, liabilities and community against potential exposures~~.~~; By undertaking risk management practices Council will minimise uncertainty in achieving ~~Council's~~ its goals~~,~~ and objectives~~,~~; and maximise opportunities to achieve its Strategic Plan.

~~This Policy is part of Council's Risk Management Framework and various management systems processes and procedures, and forms an integral part of the City of Holdfast Bay's continuous improvement process and ultimately the Council's Strategic Planning process.~~

~~Council's Risk Management Framework provides an effective process for the identification, analysis and management of both negative and positive impacts on physical, social and economic capital. This will support sustainability and safeguard Council's assets, infrastructure, people, finances and reputation.~~

~~Specific risk management roles and responsibilities are outlined in Council's Risk Management Framework, noting that it is the responsibility of all employees and others captured by this policy to apply risk management principles and practices in their areas of work.~~

1.1   Background

This Policy is part of Council's Risk Management Framework and various management systems processes and procedures, and forms an integral part of the City of Holdfast Bay's continuous improvement process and ultimately the Council's Strategic Planning process.

1.2   Purpose

The purpose of this Policy is to give outline the key principles in Council's Risk Management Framework, providing~~es~~ an effective process for the identification, analysis and management of both negative and positive impacts on physical, social and economic capital. This will support sustainability and safeguard Council's assets, infrastructure, people, finances and reputation.

1.3   Scope

This policy applies to all internal and external stakeholders, authorised to act on behalf of Council, including Elected Members, employees, contractors and volunteers at the City of Holdfast Bay.

1.4 Definitions

Risk Management Framework – an integrated approach to the management of risk which includes the foundations and organisational arrangements for designing, implementing, monitoring, reviewing and continually improving risk management.

1.4 Strategic Reference

Culture: Supporting excellent, efficient operations

2. PRINCIPLES

The following key principles underpin Council's Risk Management Framework:

2.1 Risk Management creates and protects value
The risk management framework contributes to the achievement of objectives and improvement of performance including health and safety, security/liability management, legislative and regulatory compliance, asset management, environmental protection, project management, financial management, fraud control, efficiency in operations, governance and reputation.

2.2 Risk Management is an integral part of all organisational processes
Council recognises that risk management is not a standalone activity that is separate from the main activities and processes of the Council. Risk Management is part of the responsibilities of management and an integrated part of all departmental processes, including strategic planning, resource allocation priorities, internal audit and operational processes.

2.3 Risk Management is part of decision making
Council's risk management framework will help decision-makers make informed choices and prioritise actions.

2.4 Risk Management addresses uncertainty
Council's Risk Management framework explicitly takes account of uncertainty, the nature of that uncertainty, and how it can be addressed.

2.5 Risk Management is systematic, structured and timely
Council's risk management framework provides for a systematic, timely and structured approach to risk management and contributes to efficiency and to consistent and reliable results.

2.6 Risk Management is based on best available information
The inputs to the process of managing risk are based on information sources such as historical data, experience, stakeholder feedback, observation, forecasts and expert judgement.

2.7 ~~Risk Management is tailored~~
~~The risk management process is aligned to Council's strategic and operational objectives.~~

2.8 ~~Risk Management takes human and cultural factors into account~~
~~Council's risk management system recognises the capabilities, perceptions and intentions of external and internal people that can facilitate or hinder achievement of the Council's objectives.~~

2.9 ~~Risk Management is transparent and inclusive~~
~~The appropriate and timely involvement of stakeholders and in particular staff across all Departments will ensure that risk management remains relevant and up to date.~~

2.10 ~~Risk Management is dynamic and responsive to change~~
~~The risk management system will continually respond to change as external and internal events occur, context and knowledge change, monitoring and review of risks take place, new risks emerge, some change, and others disappear.~~

2.11 ~~Risk Management facilitates continual improvement of the organisation~~
~~The risk management system assists Council to continually improve its business development.~~

2.1~~2~~ In managing risk at the City of Holdfast Bay, Council will ensure that the organisation has an ethos and operating culture, which integrates risk management processes into management activities at both strategic and operational levels.

2.2 Council's Risk Management Framework is based on the principles contained within AS/Nz ISO 31000:2009 Risk Management – Principles and Guidelines.

2.3 Council will ~~E~~ensure that appropriate policies and procedures of internal control are implemented and maintained.~~;~~

2.4 Council will ~~A~~apply risk management strategies to all business activities ~~based on AS/NZS ISO 31 000:2009 2.14 "Risk Management Principles and Guidelines".~~ ~~Use~~using contemporary and industry best practice models to ensure all staff are provided with the tools to achieve the objectives of th~~is~~e Risk Management Framework, Policy and Procedure.

2.5 Council will ~~I~~implement a monitoring and reporting process to ensure that risks are regularly reviewed, amended and mitigated as required.

2.6~~13~~ Roles and Responsibilities

2.6.1 Council is responsible for facilitating resources and guidance in relation to the Risk Management Policy and setting the organisation's risk appetite. ~~and associated Procedures;~~ Council must also ~~R~~review~~ing~~ and consider~~ing~~ any report or recommendations regarding the Risk Management Framework. ~~For setting the organisation's risk appetite.~~

2.6.2 The Chief Executive Officer is responsible for ensuring overall effectiveness of risk management process in accordance with Council's Risk Management Framework by ensuring that adequate resources are available and employees have the necessary knowledge and skills. The Chief Exectuive Officer must also ensure that annual risk management planning is undertaken.

- Overall effectiveness of risk management process in the organisation and that Council is not exposed to unnecessary or uncontrolled risks;
- The direction, methodology and on-going management of risk across the organisation is in accordance with Council's Risk Management Framework, including this policy;
- Adequate resources are made available for the planning and implementation of the framework;
- General Managers and Managers have the necessary knowledge and skills to effectively fulfil their risk management responsibilities and are accountable for risks arising from the activities of their business units and departments;
- Annual risk management planning is undertaken.

2.13.3 General Managers are responsible for:

- Ensuring that the Council's assets and operations are adequately protected through appropriate risk management plans and programs.
- The implementation of risk management procedures and programs within each business unit
- Ensuring risk management action plans are developed for activities or responsibilities of the department
- Annual risk management planning is undertaken
- Reporting on the maintenance of the risk management Policy/Procedure;

2.13.4 Managers will are responsible for:

- Ensuring that they identify risk for activities or responsibilities within their business units;
- Developing action plans to mitigate and control risk;
- The inclusion of risks to the Council's risk register;
- Identifying and re-evaluating risks annually;
- Applying Council's risk management process to risks associated with any planned new activity or proposal being presented to Council.

2.13.5 Employees (and Contractors) are responsible for:

- Performing their duties and functions in a safe manner;
- Adhering to safe work practices and ensuring that they are familiar with the Council's Risk Management Framework.
- Identifying and reporting risk in their areas of responsibility;
- Assisting to identify ways of controlling those risks (as part of the established risk management process);
- Taking action attributed to them by any action plan;

- ~~Ensuring they remain alert to and report any risks to which the Council is exposed which they might identify while carrying out their normal duties.~~

2.6.3   The Audit Committee is responsible for assisting Council in discharging its responsibility in relation to risk management. The responsibilities of the Committee are contained in the Committee's Terms of Reference~~., specifically:~~

- ~~Reviewing annual financial statements;~~
- ~~Reviewing the adequacy of Council – wide risk management systems;~~
- ~~Proposing, and providing information relevant to, a review of Councils Strategic/Annual Business Plans;~~
- ~~Proposing and reviewing, the exercise of powers under Section 130A of the LG Act;~~
- ~~Liaising with Council's Auditor;~~
- ~~Reviewing the adequacy of the accounting, internal control, reporting and other financial management systems and practices.~~

~~2.13.7   Risk Manager will support the Chief Executive Officer in discharging their responsibilities and is responsible for:~~

- ~~Providing appropriate risk management resources to guide and support the Risk Management Framework;~~
- ~~Assisting Management and their direct reports in managing risks in accordance with the Risk Management Framework;~~
- ~~Updating and maintaining CHB's Risk Register within the ABC monitoring tool;~~
- ~~Co-ordinating an annual formal risk review process with reporting to the Audit Committee (and the Council) on the outcomes of the review; and~~
- ~~Conducting periodic reviews and recommending improvements to the Risk Management Framework as appropriate.~~

~~2.13.8   The Risk Owner is responsible for:~~

- ~~Recommending to CEO whether the level of risk is acceptable~~
- ~~Providing progress reports to CEO and Audit Committee on risk status~~
- ~~Securing agreement to:~~

~~a.   The organisation's assessment of the risk, title; description; tolerance and "acceptable level of risk"~~
~~b.   The risk mitigation strategy (e.g. accept, treat, terminate)~~
~~c.   Actions and their owners to take forward the agreed controls or treatment plans. Can task people to undertake the treatment strategies that are to be directed towards that particular risk.~~

5

> ~~d.~~ ~~Assisting control / treatment owner in seeking~~
> ~~resources / budget for mitigation actions~~
> ~~e.~~ ~~Setting and monitoring key milestones, risk~~
> ~~indicators and review dates~~

3. REFERENCES

3.1 Legislation

- *Civil Liability Act 1936*
- *Work Health and Safety Act 2012*
- *Local Government Act 1999*
- *Emergency Management Act 2004*

3.2 Other References

- AS/NZS ISO 31000:2009 Risk Management – Principles and Guidelines
- Audit Committee Terms of Reference
- Better Practice Model – Internal Financial Controls 2012 SALGFMG
- *Business Continuity Plan*
- *Community Emergency Management Framework*
- *Risk Management Framework*
- *Risk Management Procedure*
- *Workplace Emergency Evacuation Plan*

Trim Container	FOL/17/158
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First Issued / Approved:	Xx March 2018
Last Reviewed:	N/A
Next Review:	30 June 2021
Parent Policy	Risk Management Policy
TRIM Container	FOL/18/xxx
Responsible Officer:	Team Leader Governance
Date placed on Intranet	XX March 2018

1. PREAMBLE

This procedure details the Council's Risk Management processes and responsibilities in in relation to Council operations, to protect Council's employees, assets, liabilities and community against potential exposures.

1.1 Background

This procedure is part of Council's Risk Management Framework and is required to contribute to Council's continuous improvement and strategic planning processes and minimise uncertainty in achieving its goals and objectives.

1.2 Purpose

This procedure provides a process by which key principles from the *Australian/New Zealand Risk Management Standard ISO31000:2009* are used to effectively manage risk and uncertainties for Council, employees, community and assets, while maximising opportunities to achieve strategic plans

1.3 Scope

This procedure applies to all internal and external stakeholders, authorised to act on behalf of Council, including Elected Members, employees, contractors and volunteers at the City of Holdfast Bay.

The Risk Management Process should be fully informed at all stages to ensure ownership and acceptance at all levels. Communication with all relevant stakeholders should be an ongoing and holistic process.

1.4   Definitions

Risk the effect of uncertainty on objectives

Risk assessment overall process of risk identification, risk analysis, risk evaluation

Risk identification process of finding, recognizing and describing risks

Risk analysis process to comprehend the nature of risk and determine the level of risk

Risk evaluation process of comparing the results of risk analysis with risk criteria to determine whether the risk magnitude is acceptable or tolerable

Risk treatment process to modify risk

2.   RISK MANAGEMENT PRACTICE

2.1   Principles of Risk Management

2.1.1   Risk Management creates and protects value

2.1.2   Risk Management is an integral part of all organizational processes

2.1.3   Risk Management is part of decision making

2.1.4   Risk Management addresses uncertainty

2.1.5   Risk Management is systematic, structured and timely

2.1.6   Risk Management is based on best available information

2.1.7   Risk Management is tailored

2.1.8   Risk Management takes human and cultural factors into account

2.1.9   Risk Management is transparent and inclusive

2.1.10   Risk Management is dynamic and responsive to change

2.1.11   Risk Management facilitates continual improvement of the organisation

2.2   Roles and responsibilities

2.2.1   Council is responsible for:
- Facilitating resources and guidance in relation to the Risk Management Policy;
- Reviewing and considering any report or recommendations regarding the Risk Management Framework; and
- Setting the organisation's risk appetite.

2.2.2   The Chief Executive Officer is responsible for ensuring:
- Overall effectiveness of risk management process in the organisation and that Council is not exposed to unnecessary or uncontrolled risks;
- The direction, methodology and on-going management of risk across the organisation is in accordance with Council's Risk Management Framework;
- Adequate resources are made available for the planning and implementation of the Risk Management Framework;
- General Managers, Managers and employees have the necessary knowledge and skills to effectively fulfil their risk management responsibilities and are accountable for risks arising from the activities of their business units;
- Annual risk management planning is undertaken.

2.2.3   General Managers are responsible for:
- Ensuring that the Council's assets and operations are adequately protected through appropriate risk management plans and programs;
- The implementation of risk management procedures and programs within their department;
- Ensuring risk management action plans are developed for activities or responsibilities of the department;
- Ensuring annual risk management planning is undertaken
- Reporting on compliance with the Risk Management Framework.

2.2.4   Managers will are responsible for:
- Ensuring that they identify risk for operations within their business units;
- Developing action plans to mitigate and control risk;
- The inclusion of risks to the Council's risk register;
- Identifying and re-evaluating risks annually;
- Applying Council's Risk Management Framework to risks associated with any planned new activity or proposal being presented to Council.

2.2.5   Employees (and Contractors) are responsible for:

- Performing their duties and functions in a safe manner;
- Adhering to safe work practices and ensuring that they are familiar with the Council's Risk Management Framework.
- Identifying and reporting risk in their area of responsibility;
- Assisting to identify ways of controlling those risks;
- Taking action attributed to them by any action plan;
- Ensuring they remain alert to and report any risks which they might identify while carrying out their normal duties.

2.2.6 The Audit Committee is responsible for assisting Council in discharging its responsibility in relation to risk management. The responsibilities of the Committee are contained in the Committee's Terms of Reference, specifically:
- Reviewing annual financial statements;
- Reviewing the adequacy of Council – wide risk management systems;
- Proposing, and providing information relevant to, a review of Councils Strategic/Annual Business Plans;
- Proposing and reviewing, the exercise of powers under Section 130A of the LG Act;
- Liaising with Council's Auditor;
- Reviewing the adequacy of the accounting, internal control, reporting and other financial management systems and practices.

2.2.7 Risk Manager will support the Chief Executive Officer in discharging their responsibilities and is responsible for:
- Providing appropriate risk management resources to guide and support the Risk Management Framework;
- Assisting Management and their direct reports in managing risks;
- Updating and maintaining CHB's Risk Register;
- Co-ordinating an annual formal risk review process with reporting to the Audit Committee (and the Council) on the outcomes of the review; and
- Conducting periodic reviews and recommending improvements to the Risk Management Framework as appropriate.

2.2.8 The Risk Owner is responsible for:
- Recommending to CEO whether the level of risk is acceptable
- Providing progress reports to CEO and Audit Committee on risk status
- Securing agreement to:

a. The organisation's assessment of the risk, title; description; tolerance and "acceptable level of risk"

b. The risk mitigation strategy (e.g. accept, treat, terminate)

c. Actions and their owners to take forward the agreed controls or treatment plans. Can task people to undertake the treatment strategies that are to be directed towards that particular risk.

d. Assisting control / treatment owner in seeking resources / budget for mitigation actions

e. Setting and monitoring key milestones, risk indicators and review dates

2.3 Risk Management Process
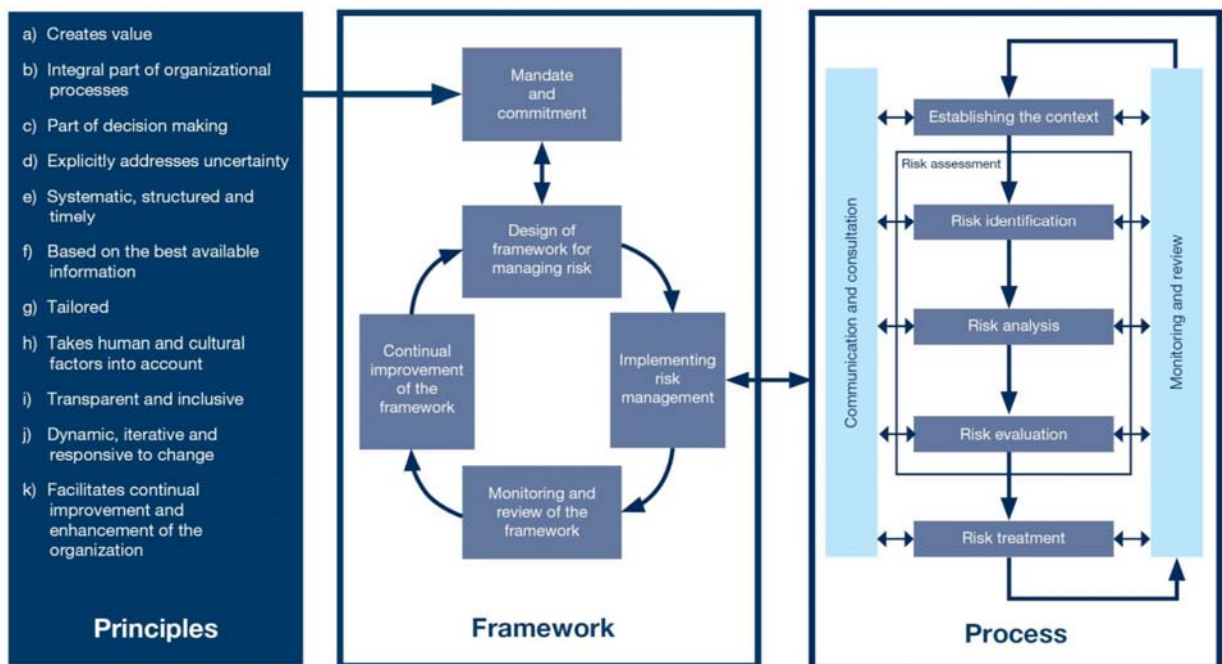
2.4 Risk Categories

Category	Description	Business Unit Responsibility
Asset/Infrastructure	Managing assets – including condition assessment, replacement and planning new assets	Assets & Depot
Financial	Risks associated with budgetary requirements and allocation. Tax obligations. Grants	Finance
Customer/service delivery	Meeting the current and changing expectations of customers	Customer Service
Environment	The risks arising from the management of the environment when applying Council services and functions	Environment
Human Resources	Risks associated with recruitment and retention of employees and workforce planning	People & Culture
Compliance/legal	Compliance with legislative and policy framework	Governance
Political/Reputation	Risks associated with the delivery of State/Local Government legislation and meeting Council's overall strategic goals	CEO/COUNCIL
Safety & Welfare	Risk associated with the safety and welfare of employees and contractors of Council.	People & Culture

2.5 Risk Consequence and Likelihood

Consequence / Likelihood		Insignificant 1	Minor 2	Moderate 3	Major 4	Catastrophic 5
Almost Certain	E	Moderate	High	High	Extreme	Extreme
Likely	D	Low	Moderate	High	Extreme	Extreme
Possible	C	Low	Low	Moderate	High	Extreme
Unlikely	B	Low	Low	Low	Moderate	High
Rare	A	Low	Low	Low	Moderate	High

2.6 Risk Acceptance Criteria / Tolerance

Exceptions to this must be authorized by the Chief Executive Officer and/or the Senior Leadership Team.

Residual Risk Descriptions		
Extreme	- Immediate implementation if risk mitigation plans/actions to reduce current residual risk or halt/remove activity - Successful reduction of residual risk to be regularly reported (daily or weekly) to the management group responsible, until risk becomes acceptable	Not acceptable
High	- Senior management attention required to regularly monitor the risk (monthly or quarterly) - Review of current controls and further risk assessment required - Consideration of development and implementation of further mitigating actions/strategies	Not acceptable (without approval)
Moderate	- Managers to monitor and reassess periodically (6 months – 1 year) - Report to senior management as to effectiveness of existing controls - Ensure rating does not increase over time	Acceptable (Post review with General Manager)
Low	- Managed through routine - Consideration should be given to streamlining of excessive or redundant controls	Acceptable

2.7 Consequence scale and descriptions

E. Almost Certain	Is expected to occur in most circumstances – 95% to 100% probability over next 5 years or had occurred in the last 12 months.
D. Likely	Will probably occur in most circumstances – 76% to 94% probability over next 5 years or had occurred in the last 12 -24months.
C. Possible	Might occur at some time – 26% to 75% probability over next 5 years or had occurred in the last 2-10years.
B. Unlikely	Could occur at some time– 6% to 25% probability over next 5 years or had occurred in the last 10-100 years.
A. Rare	May occur only in exceptional circumstances– 0% to 6% probability over next 5 years or had occurred in over 100 years.

3.   REFERENCES

3.1   Legislation

- *Civil Liability Act 1936*
- *Emergency Management Act 2004*
- *Local Government Act 1999*
- *Work Health and Safety Act 2012*

3.2   Other References

- AS/NZS ISO 31000:2009 Risk Management – Principles and Guidelines
- Audit Committee Terms of Reference
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- *Risk Management Policy*
- *Workplace Emergency Evacuation Plan*

Date Endorsed by Senior Leadership Team	click here to enter date
General Manager Signature	Signature placed here
Date of General Manager Signature	click here to enter date

City of Holdfast Bay   Council Report No: 65/18

Item No:	**14.7**
Subject:	**PRUDENTIAL MANAGEMENT POLICY**
Date:	13 March 2018
Written By:	Team Leader Governance
General Manager:	Business Services, Mr R Bria

SUMMARY

Section 48 of the Local Government Act (the Act) requires Council to develop policies, procedures and practices in relation to the assessment of projects to ensure that Council acts with due care, identifies risk, makes informed decisions and is accountable for the use of resources (prudential management).

A Prudential Management Policy has been developed to address the requirements of the Act. A Prudential Management Procedure has also been developed to provide more detail around how the Policy will be delivered. Together the documents outline the key requirements, purpose and scope in relation to Prudential Management.

The Policy is presented to Council for endorsement. The Procedure is presented to Council for information, and will be managed by the Senior Leadership Team.

RECOMMENDATION

1.   **That Council endorse the Prudential Management Policy.**

2.   **That Council note the Prudential Management Procedure to support the implementation of the Prudential Management Policy.**

COMMUNITY PLAN

Culture: Being financially accountable
Culture: Supporting excellent, efficient operations

COUNCIL POLICY

Prudential Management Policy
Procurement Policy
Risk Management Policy

STATUTORY PROVISIONS

Local Government Act 1999

BACKGROUND

Section 48 of the Local Government Act (the Act) requires Council to develop policies, procedures and practices in relation to the assessment of projects to ensure that Council acts with due care, identifies risk, makes informed decisions and is accountable for the use of resources (prudential management).

Whilst Council has not had a policy to meet this requirement in the past, Council has been compliant with the requirements outlined within s48 of the Act. This includes compliance with the specific requirement for Council to obtain a Prudential Reports for projects where the expenditure will exceed $4 million (indexed). Prudential Reports have been prepared for King Street Bridge, Glenelg Cinema and Car Park, Kauri Parade Sporting Complex and Brighton Oval Masterplan.

REPORT

The Prudential Management Policy and Procedure have been developed in order to detail Council's approach to Prudential Management activities. The documents outline the key requirements, purpose and scope in relation to Prudential Management.

Prudential Management Policy

The Prudential Management Policy outlines the requirements for obtaining a Prudential Report for projects, including the engagement of an independent author, the required content of the report, presentation of the report to Council, and public access to the report.

Refer Attachment 1

Prudential Management Procedure

The Prudential Management Procedure details the requirement for Council's prudential management of all projects, no matter the budget, to ensure that maximum community benefit is obtained with the sustainable allocation of resources. The Procedure details the requirements before starting a project including obtaining prudential reports for larger projects, and the due diligence process for smaller projects. The procedure also describes the process for due diligence during project delivery and evaluation after project delivery.

Refer Attachment 2

BUDGET

There are no budget implications with the review of these documents.

LIFE CYCLE COSTS

There are no life cycle costs associated with this report.

PRUDENTIAL REVIEW POLICY

Classification:	Statutory Policy.
Trim Container	**TRIM Container Number**
Trim Document Number:	**TRIM Document Number**
First Issued / Approved:	**Date of first issue/approval**
Last Reviewed:	**Date of last review**
	Resolution Number
Next Review:	**Review Date**
Responsible Officer:	**Responsible Officer**
Date Placed on Web:	Date placed on the Web

1. PREAMBLE

1.1 Background

This policy is made pursuant to Section 48(aa1) of *the Local Government Act 1999 (the Act)*, which provides that Council must develop and maintain policies practices and procedures for the assessment of projects to ensure that the Council:

(a) acts with due care diligence and foresight; and

(b) identifies and manages risks associated with a project; and

(c) makes informed decisions; and

(d) is accountable for the use of Council and other public resources.

1.2 Purpose

This policy ensures that decision making in respect of any project is made with reliable, accurate and timely information. This policy seeks to enhance Council's existing policies governing Council's strategic management processes.

1.3 Scope

Under Section 48(1) of the Act, there are specific prudential review requirements for projects that meet the following criteria:

(a) where the expected expenditure of Council over the ensuring five years is likely to exceed 20 per cent of the Council's average operating expenses over the previous five financial years; or

(b) The expected capital costs over the ensuring five years is likely to exceed $4.5 million (indexed); or

(c) Council considers that it is necessary or appropriate.

In accordance with Section 48(3) this policy does not apply to road construction or maintenance or drainage works.

1.5 Definitions

Project   May include a new or discreet undertaking or activity that would involve the expenditure of money, deployment of resources.

1.5 Strategic Reference

Culture: Being financially accountable
Culture: Supporting excellent, efficient operations

2. PRINCIPLES

2.1 Prudential Report

Projects falling within the scope of this policy require a Prudential Report and the following criteria will be applied.

2.2 Prudential Report Author

Council will engage a suitably qualified independent author to undertake Prudential Reviews in accordance with this policy. This may be an employee of Council; however in such instance the person must not have an interest in the proposed project.

2.3 Prudential Report content

In accordance with Section 48(2) of the Act, the report will address the following:

(a) the relationship between the project and relevant strategic management plans

(b) the objectives of the Development Plan in the area where the project is to occur

(c) the expected contribution of the project to the economic development of the local area, the impact that the project may have on businesses carried on in the proximity and, if appropriate, how the project should be established in away that ensures fair competition in the market place;

d) the level of consultation with the local community, including contact with persons who may be affected by the project and the representations that have been made by them, and the means by which the community can influence or contribute to the project or its outcomes;

e) if the project is intended to produce revenue, revenue projections and potential financial risks;

f) the recurrent and whole-of-life costs associated with the project including any costs arising out of proposed financial arrangements;

g) the financial viability of the project, and the short and longer term estimated net effect of the project on the financial position of the council;

h) any risks associated with the project, and the steps that can be taken to manage, reduce or eliminate those risks (including by the provision of periodic reports to the chief executive officer and to the council);

i) the most appropriate mechanisms or arrangements for carrying out the project.

2.4 **Consideration of the Prudential Report**

The author will prepare a Prudential Report in accordance with this policy and the legislation for consideration of Council prior to the project commencement.

2.5 **Public Access of the Prudential Report**

The Prudential Review Report will form part of the Council Agenda papers and will be a public document unless it been determined otherwise by the Council in accordance with Section 90 of the Local Government Act 1999.

3. **REFERENCES**

3.1 **Legislation**

- *Local Government Act 1999*

3.2 **Other References**

- Procurement Policy
- Risk Management Policy

Classification:	Internal Procedure
Trim Container	*TRIM Container Number*
Trim Document Number:	*TRIM Document Number*
First Issued / Approved:	March 2018
Last Reviewed:	N/A
	Resolution Number
Next Review:	March 2021
Responsible Officer:	Team Leader Governance
Date Placed on Web:	*Date placed on the Web*

1.   PREAMBLE

1.1   Background

Council has obligations to undertaken prudential management activities in relation to projects, under both Council's Prudential Management Policy and the Local Government Act.

1.2   Purpose

This procedure outlines the processes to be following in order to ensure that Council achieves its due diligence requirements. These processes will ensure that decision making in respect of any project is made with reliable, accurate and timely information

1.3   Scope

This procedure details the requirements for Council's prudential management of all projects.

1.4   Definitions

Due Diligence means the conduct of a systematic review of assumptions, risks and financial projections, prior to entering into any transaction, agreement or partnership.

Project May include a new or discreet undertaking or activity that would involve the expenditure of money, deployment of resources.

1.5   Strategic Reference

Culture: Being financially accountable
Culture: Supporting excellent, efficient operations

2.   PRINCIPLES

2.1   Council is committed to delivering projects that provide the maximum community benefit whilst ensuring the prudent and sustainable allocation of resources.

2.2   Council is committed to ensuring it exercises appropriate levels of due care, due diligence, and foresight when assessing any proposed project or expenditure.

3.   PROCEDURE

3.1   Outside of Councils Annual Business Planning cycle, opportunities may arise to advance the Council's Strategic Directions or initiate a project in partnership with other levels of government, local government areas or private entities.

3.2   Larger Projects – Prudential Reports

    3.2.1   Prudential reports will be prepared where projects fall within the criteria prescribed in Section 48 of the Local Government Act 1999.

    3.2.2   Prudential reports will be prepared once the scope of the project is known, before the project proceeds past an initial concept phase (eg. upon completion of a master plan or concept plan).

    3.2.2   An independent author will be engaged to prepare a prudential report in accordance with the Prudential Management Policy and Procurement Policy.

    3.2.3   The appointed author will be required to provide a statement that they have no conflicts of interest, and that they do not derive a benefit or have any direct or indirect pecuniary interest in the proposed project.

    3.2.4   Prudential reports will be presented to Council to aid it in its decision making process.

3.3   Smaller Projects – Due Diligence

    3.3.1   An appropriate level of due diligence reporting will be performed for smaller projects (which do not trigger the requirement for a full prudential report), where the project involves the following:

        a.   The allocation of additional funding which has not previously been accommodated in Council's Long Term Financial Plan, Annual Business Plan or Budget.

        b.   An extension of services which will require additional budget allocations in future years (including programs initially funded through external grants).

        c.   The acquisition or development of new assets requiring additional allocations beyond those already accommodated in the Long Term Financial Plan.

        d.   The exposure or possible exposure to additional financial or reputational risk to the Council

        e.   Entering into a partnership with a third party to deliver a project, particularly where the arrangement includes funding commitments, or managing external grant funds.

    3.3.2   A project concept will be provided to the Senior Leadership Team describing:

        a.   The relationship between the proposed project and the relevant strategic management plans.

     b.   The specific community benefits or needs to be addressed

     c.   The indicative cost and commitment.

3.3.3   The Senior Leadership Team will determine the level of due diligence required and may:

     a.   Be satisfied that the proposed project is of sufficiently low financial risk as not to warrant any further assessment.

     b.   Require a Business Case to be submitted that further explores the risks, benefits, assumptions, alternatives, financial cost, required resource levels and project management aspects of the proposal.

     c.   Require further assessments to be conducted that ensure appropriate foresight and due care has been applied.

     d.   Defer further consideration or development of the project.

3.4 Due Diligence during a project

Council will maintain internal controls to manage, track and report on any performance, procurement, risk, and governance process associated with the delivery of a project to ensure that it achieves the desired outcomes.

3.5 Due Diligence after a project

On completion of a prudential project, it will be evaluated, according to the principles of due diligence, to determine the extent to which the project has achieved the public benefits or needs identified and avoided or mitigated the financial risks identified.

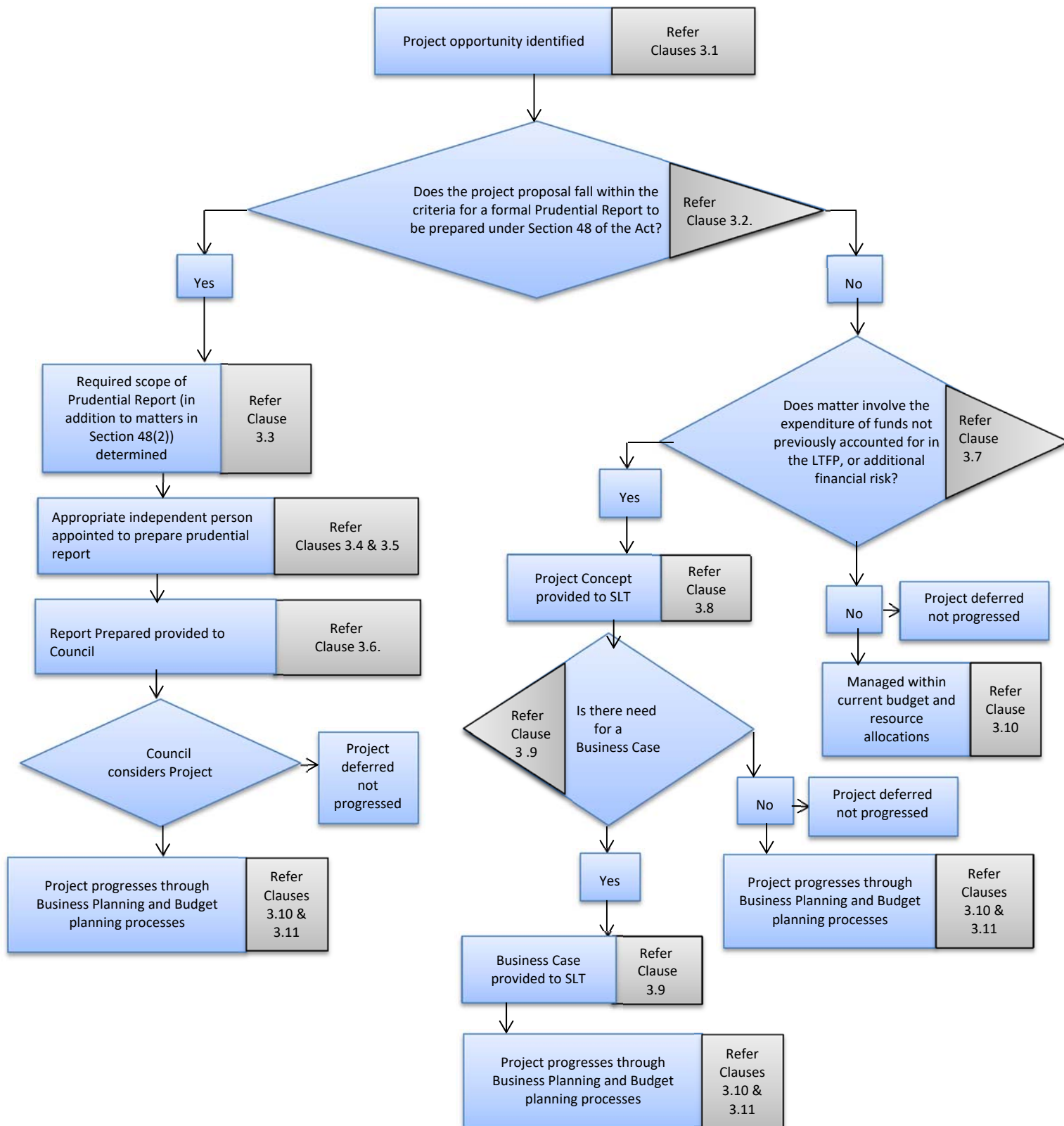## 4. REFERENCES

4.1 Legislation

- *Local Government Act 1999*

4.2 Other References

- Procurement Policy
- Code of Conduct For Employees
- Risk Management Policy
- Long Term Financial Plan
- Asset Management Plans
- Annual Business Plan

5. FLOW CHART

Project opportunity identified — Refer Clauses 3.1

Does the project proposal fall within the criteria for a formal Prudential Report to be prepared under Section 48 of the Act? — Refer Clause 3.2.

Yes

Required scope of Prudential Report (in addition to matters in Section 48(2)) determined — Refer Clause 3.3

Appropriate independent person appointed to prepare prudential report — Refer Clauses 3.4 & 3.5

Report Prepared provided to Council — Refer Clause 3.6.

Council considers Project — Project deferred not progressed

Project progresses through Business Planning and Budget planning processes — Refer Clauses 3.10 & 3.11

No

Does matter involve the expenditure of funds not previously accounted for in the LTFP, or additional financial risk? — Refer Clause 3.7

Yes

Project Concept provided to SLT — Refer Clause 3.8

Is there need for a Business Case — Refer Clause 3.9

No — Project deferred not progressed

Managed within current budget and resource allocations — Refer Clause 3.10

Yes

Business Case provided to SLT — Refer Clause 3.9

Project progresses through Business Planning and Budget planning processes — Refer Clauses 3.10 & 3.11

No — Project deferred not progressed

Project progresses through Business Planning and Budget planning processes — Refer Clauses 3.10 & 3.11

City of Holdfast Bay   Council Report No: 73/18

Item No: **14.8**

Subject: **KINGSTON PARK MASTERPLAN – UPDATE**

Date: 13 March 2018

Written By: General Manager Community Services

General Manager: Community Services, Ms T Aukett

SUMMARY

The Kingston Park Foreshore Master Plan (the Masterplan), was endorsed by Council in October 2015. Since 2015, work has progressed in implementing elements of the Plan, and it is timely to review progress and agree on next steps.

RECOMMENDATION

That Council

1.   **Continues to stage the implementation of the endorsed Kingston Park Master Plan subject to available funding over the next 5 years;**

2.   **Supports the development of a formal Cultural Heritage Agreement for Kingston Park;**

3.   **Reviews the progress of the implementation of the Master Plan as part of a strategic property review prior to the 2019/20 budget.**

COMMUNITY PLAN

Placemaking: Creating lively and safe places
Placemaking: Developing walkable connected neighbourhoods
Placemaking: Building character and celebrating history
Community: Celebrating culture and diversity
Economy: Boosting our visitor economy

COUNCIL POLICY

Not Applicable.

STATUTORY PROVISIONS

Aboriginal Heritage Act 1988

City of Holdfast Bay   Council Report No: 73/18

BACKGROUND

In October 2015 Council endorsed the development of a final Kingston Park Foreshore Master Plan taking into account the feedback of results from the public consultation of the draft Plan.

Refer Attachment 1

It was further agreed that future detailed design be staged and subject to future funding.

Since endorsing the Plan in 2015, the following actions have occurred:

•   The temporary 'pop-up' kiosk license has been extended until December 2018.
•   The Coast Park section in front of the caravan park and across Kingston Park is nearing completion.
•   A Kaurna and Cultural Heritage working party has been established at Council to foster closer working relationship with the local indigenous custodians of the area.
•   Kaurna and Council are discussing landscaping around the spring and along the coast.
•   Two grant applications for the detailed design of the adventure playground, through the DPTI Places for People funding rounds, have been unsuccessful.

REPORT

Status update

As it is now two and half years since the Masterplan was endorsed, it is timely to consider the next steps toward the implementation of the Plan.

Important elements of the Masterplan still to be implemented include:

•   a permanent kiosk/café and indigenous interpretive centre;
•   the adventure playground, including the construction of a half-court multi-sport space;
•   new toilets including disability access;
•   traffic and Parking improvements;
•   treatment of the Tjilbruke Springs – a significant area of cultural importance and sensitivity; and
•   landscaping improvements for the whole site.

In the 2017/18 budget $90,000 was included as a **capital** new initiative, subject to matched grant funding, for the detailed design of parts 4 and 6 of the Masterplan – the playground, parking improvements and landscaping. Two recent applications for matched funding have been unsuccessful.

Site of cultural significance

As Kingston Park, including the Tjilbruke Spring is an area of important cultural significance, agreement with the local indigenous people on all elements of the Kingston Park Masterplan will be critical in moving the project forward. To help develop an on-going and mutually respectful

relationship between the indigenous custodians and the City of Holdfast Bay, a Kaurna/City of Holdfast Bay working party has been established. This forum aims to strengthen relationships between Kaurna and Council. The working party has been meeting since October 2017 with positive results. (A meeting of Kaurna is scheduled to be held in early March to discuss and agree on treatments for the Spring and the crossing of the outflow as part of the Coast Park path.)

The development of a permanent café/kiosk and cultural interpretive centre on the site was supported by the majority of the community at the time of public consultation on the Masterplan, however agreement on the precise location, ownership/management model and purpose has not yet been reached, and will require significant input from Kaurna.

Changes to the *Aboriginal Heritage Act 1988* (SA), and the consultation requirements necessary before work can commence on sites of cultural significance will require, before proceeding any further with the implementation of the Masterplan, a formal Cultural Heritage Agreement for the Park with the Kaurna Regional Authority, the new body established for the purposes of formal consultation.

The process for establishing a Cultural Heritage Agreement has yet to be explored, however it is estimated that it may take between six and 12 months.

Playspace

The Masterplan identifies the proposed Play area as a 'neighbourhood playspace' with the potential to upgrade it to a 'metropolitan playspace'. This means that the playspace will be attracting visitors from a 10km radius, which will, in turn, impact on the requirement for amenities in the Park, including parking and toilets. With the failure of two successive funding applications for detailed design, further consideration will need to be given to the impact and value of this playspace in the review of the Open Space Strategy and draft Playspace Action Plan.

Next Steps

While progress on elements of the Kingston Park Masterplan have been slow, significant work has occurred. The following actions and timeline for the continued implementation of the Masterplan are proposed:

1.   Continue to strengthen relationships with Kaurna through the on-going work of the Kaurna/City of Holdfast Bay working group.
2.   Develop a formal Cultural Heritage Agreement with the Kaurna Regional Authority – December 2018.
3.   Review the Open Space Strategy, and endorse a Playspace Action Plan – August 2018.
4.   Conduct a feasibility study and business case for a kiosk/café and interpretive centre at the site.
5.   Reach agreement on location, management model and location of a kiosk/café and cultural interpretive centre – February 2019 for design and construct in 2019/20 budget.

BUDGET

Work on actions 1, 3, and 5 above can be absorbed within current operational budgets. The development of a formal Cultural Heritage Agreement will require additional funds to pay for Kaurna time and professional support. It is suggested that the return of monies from the LGA for the ILUA ($6,742) be used to fund this work. The development of a feasibility study/business plan may need additional funding dependent on the scope of work to be undertaken.

LIFE CYCLE COSTS

Costs of a neighbourhood playspace and kiosk/café and cultural interpretive centre have not been determined. Funding of these elements will need to be considered as part of future budgets consideration and aligned to appropriate grant funding opportunities.

REVIEW OF CONCEPT PLAN FOR COAST PARK - PRECINCT 7

GHDWOODHEAD

DRAFT CONCEPT PLAN
17 DECEMBER 2015
3317811 - SK001
Rev C

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