

8 March 2019

**MAYOR
COUNCILLORS
CITY OF MOUNT GAMBIER**

NOTICE is given that the Strategic Standing Committee will meet in the following Meeting Room on the day, date and time as follows:

Strategic Standing Committee
(Committee Room - Level 4):

Tuesday, 12 March 2019 at 5:30 p.m.

An agenda for the meeting is enclosed.



Judy NAGY
ACTING CHIEF EXECUTIVE OFFICER

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AGENDA OF ORDINARY STRATEGIC STANDING COMMITTEE MEETING

Meeting to be held in the Committee Room, Civic Centre, 10 Watson Terrace, Mount Gambier
on Tuesday, 12 March 2019 at 5:30 p.m.

PRESENT

Mayor Lynette Martin OAM
Cr Frank Morello (Presiding Member)
Cr Max Bruins
Cr Ben Hood
Cr Sonya Mezinac

COUNCIL OFFICERS

Chief Executive Officer	- Mr G Maxwell
General Manager Community Wellbeing	- Ms B Cernovskis
General Manager Council Business Services	- Mrs P Lee
General Manager City Growth	- Dr J Nagy
General Manager City Infrastructure	- Mr N Serle
Manager Executive Administration	- Mr M McCarthy
Administration Officer	- Mrs F McGregor

WE ACKNOWLEDGE THE BOANDIK PEOPLES AS THE TRADITIONAL CUSTODIANS OF THE LAND WHERE WE MEET TODAY. WE RESPECT THEIR SPIRITUAL RELATIONSHIP WITH THE LAND AND RECOGNISE THE DEEP FEELINGS OF ATTACHMENT OUR INDIGENOUS PEOPLES HAVE WITH THIS LAND.

1. APOLOGY(IES)

Apology(ies) received from Cr

That the apology from Cr be received.

Moved:

Seconded:

2. CONFIRMATION OF STRATEGIC STANDING COMMITTEE MINUTES

Meeting held on 11 February 2019

That the minutes of the Strategic Standing Committee meeting held on 11 February 2019 as attached be confirmed.

Moved:

Seconded:

3. QUESTIONS

3.1. With Notice

Nil submitted.

3.2. Without Notice

4. DEPUTATIONS

Nil



5. STRATEGIC STANDING COMMITTEE REPORTS

Strategic Standing Committee Reports commence on the following page.



5.1. Review of Policy F140 - Flag Protocol - Report No. AR19/9039

COMMITTEE	Strategic Standing Committee
MEETING DATE:	12 March 2019
REPORT NO.	AR19/9039
RM8 REFERENCE	AF18/56
AUTHOR	Michael McCarthy
SUMMARY	This report presents Council Policy F140 - Flag Protocol for periodic review
COMMUNITY PLAN REFERENCE	Goal 1: Our People
	Goal 2: Our Location
	Goal 3: Our Diverse Economy
	Goal 4: Our Climate, Natural Resources, Arts, Culture and Heritage

REPORT RECOMMENDATION

- (a) That Strategic Standing Committee Report No. AR19/9039 titled '*Review of Policy F140 – Flag Protocol*' as presented to the Strategic Standing Committee on 12 March 2019 be noted.
- (b) That Council Policy F140 – Flag Protocol be readopted as attached to Report AR19/9039.
- (c) That the procedure of presenting flag flying requests to Council for resolution be continued in accordance with the guidelines in Strategic Standing Committee Report No. AR19/9039.
- (d) That a calendar of special days resolved by Council for periodical (i.e. annual) flying of flags (other than the Australian National Flag) be maintained, including the following special days:
- i. 13 February – Anniversary of the Apology to Members of the Stolen Generation (Australian National Flag, Australian Aboriginal Flag, Torrens Strait Islander Flag)
 - ii. 17 May - International Day Against Homophobia and Transphobia (Rainbow Flag)
 - iii. 27 May – 2 June (check dates each year) – National Reconciliation Week (Aboriginal Flag, Torrens Strait Islander Flag)
 - iv. 2-9 July (Check dates each year) – NAIDOC Week (Aboriginal & Torrens Strait Islander Flags)
 - v. 24 October – United Nations Day (United Nations Flag)
 - vi. 11-26 November (check dates each year) – Feast Festival (Rainbow Flag)
 - vii. 29 November – 3 December – Spirit of Eureka (Eureka Flag).

Moved:

Seconded:



Background

The flying of flags forms part of Council's governance purpose and represents the civic and national pride of the community.

The flying of the Australian National Flag and other flags with the Australian National Flag, is undertaken in accordance with protocols for the appropriate use and the flying of the (Australian National) flag published by the Department of the Prime Minister and Cabinet, by instruction received from the State and/or Commonwealth or otherwise as determined by resolution of Council and in accordance with the abovementioned protocols.

Council Policy F140 – Flag Protocol provides guidelines and locations for the flying of flags at designated locations around the City.

Discussion

In accordance with the Department of Prime Minister and Cabinet protocols Council flies under the following main categories:

- Permanent flags flown at designated locations (business days and other designated days)
 - (Australian) National Flag
 - South Australian State Flag
 - Council's Coat of Arms (Council Flag)
 - Aboriginal Flag
 - Torres Strait Islander Flag
- Memorial flags flown on Anzac Day and Remembrance Day
- Other flags flown in accordance with instructions received from the State and/or Commonwealth, or to give effect to a specific resolution of Council.

Policy F140 also contains an extract from the abovementioned protocols listing dates for the flying of the Australian National Flag and other identified flags. This list should be considered a guide and is subject to alteration/addition in accordance with State/Commonwealth instructions.

Council has previously resolved to fly other flags annually on the following days:

- 17 May - International Day Against Homophobia and Transphobia (Rainbow Flag)
- 24 October – United Nations Day (United Nations Flag)
- 11-26 November (check dates each year) – Feast Festival (Rainbow Flag)
- 29 November – 3 December – Spirit of Eureka (Eureka Flag).

The following guidelines have been previously adopted for determining any future special days on which other flags are to be flown in accordance with a resolution of Council:

That a recommendation be presented to Council:

- Specifying the flag that is proposed to be flown; and
- The day(s)/date(s) that the flag is proposed to be flown, including whether it is to be flown as a 'once off' or with some frequency (e.g. annually).
- That is sufficiently in advance of the proposed days/dates to enable the relevant flag to be purchased/delivered (if/as necessary).
- That considers whether the relevant body (i.e. whose flag is being flown) has supported the flying of their flag by Council in the proposed circumstances.



These guidelines provide a level of surety for the Council and the community that the civic responsibility of flying the Australian National and other flags is undertaken with an appropriate level of due diligence, care and forethought.

Council Policy F140 – Flag Protocol has been reviewed and updated (Attachment 1) with no material changes proposed to the policy provisions and is presented for consideration.

Conclusion

The flying of the Australian National Flag and other flags with the Australian National Flag is governed by protocols published by the Office of the Prime Minister and Cabinet.

Council's Policy F140 – Flag Protocol has been reviewed and is presented with no material changes to policy provisions for consideration.

Attachments

Attachment 1 (AR19/9066): Draft Council Policy F140 – Flag Protocol



Michael McCARTHY
MANAGER EXECUTIVE ADMINISTRATION



Pamela LEE
GENERAL MANAGER COUNCIL BUSINESS SERVICES

28/02/2019
MM



5.2. Review of Council Policy C305 – Caretaker Policy - Report No. AR19/8184

COMMITTEE	Strategic Standing Committee
MEETING DATE:	12 March 2019
REPORT NO.	AR19/8184
RM8 REFERENCE	AF18/56
AUTHOR	Michael McCarthy
SUMMARY	This report presents Council Policy C305 – Caretaker Policy for review.
COMMUNITY PLAN REFERENCE	Goal 3: Our Diverse Economy

REPORT RECOMMENDATION
<p>(a) That Strategic Standing Committee Report No. AR19/8184 titled ‘<i>Review of Council Policy C305 – Caretaker Policy</i>’ as presented to the Strategic Standing Committee on 12 March 2019 be noted.</p> <p>(b) To be determined at the meeting.</p>

Moved:

Seconded:



Background

At the Council meeting held on 15 January 2019 in relation to the review of Council's Caretaker Policy, Council resolved as follows:

A report be prepared following consultation with Councilors referencing the impact of guiding documents on the current policy, the outcome the review is seeking to achieve and the restrictions of Council Policy C305 Caretaker Policy.

The matter be referred to the Strategic Standing Committee for further consideration.

Following the commencement of a review process the abovementioned resolution (a) was rescinded at the Council meeting held on 19 February 2019 and resolution (b) was amended to:

(a) The matter be referred to the March meeting of the Strategic Standing Committee for further consideration.

In accordance with the amended resolution Council Policy C305 – Caretaker Policy is now presented for review.

Discussion

In January 2019 Members were provided with a copy of Council's current Caretaker Policy C305 together with a copy of the Local Government Association model policy and other documentation relevant to its review.

The Strategic Standing Committee and Council may now review the Caretaker Policy C305 with a view to:

- Re-endorsing the current policy provisions
- Amending some or all of the policy provisions.

In considering the review of the Caretaker Policy it is recommended that the Committee and Council note:

- It is a requirement of s91A of the Local Government (Elections) Act 1999 to have a caretaker policy governing the conduct of the council and its staff during the election period.
- The caretaker policy of a Council is taken to form part of the Code of Conduct for Council Members and Council Officers.
- A caretaker policy must, as a minimum, prohibit the making of a '*designated decision*' during the election period.
- A '*designated decision*' means a decision
 - a) relating to the employment or remuneration of a chief executive officer, other than a decision to appoint an acting chief executive officer; or
 - b) to terminate the appointment of a chief executive officer; or
 - c) to enter into a contract, arrangement or understanding (other than a prescribed contract) the total value of which exceeds whichever is the greater of \$100 000 or 1% of the council's revenue from rates in the preceding financial year; or



- d) allowing the use of council resources for the advantage of a particular candidate or group of candidates (other than a decision that allows the equal use of council resources by all candidates for election),
other than a decision of a kind excluded from this definition by regulation.
- The following kinds of decisions are excluded from the definition of a '*designated decision*':
 - a) a decision of a kind referred to in paragraph (c) of the definition if the decision—
 - i) relates to the carrying out of works in response to an emergency or disaster within the meaning of the Emergency Management Act 2004, or under section 298 of the Local Government Act 1999; or
 - ii) is an expenditure or other decision required to be taken under an agreement by which funding is provided to the council by the Commonwealth or State Government or otherwise for the council to be eligible for funding from the Commonwealth or State Government; or
 - iii) relates to the employment of a particular council employee (other than the chief executive officer); or
 - iv) is made in the conduct of negotiations relating to the employment of council employees generally, or a class of council employees, if provision has been made for funds relating to such negotiations in the budget of the council for the relevant financial year and the negotiations commenced prior to the election period; or
 - v) relates to a Community Wastewater Management Systems scheme that has, prior to the election period, been approved by the council;
 - b) a decision of a kind referred to in paragraph (a) of the definition if the decision is for the suspension of a chief executive officer for serious and willful misconduct.
 - The current policy also includes 'prohibited decisions' being a discretionary prohibition imposed upon Council by itself.
 - Clause 7 'Use of Council Resources' of Council's current caretaker policy imposes considerable constraints and conditions and provide direction and guidance on various administrative activities to ensure compliance with s91A(8)(d) that prohibits decisions (of Council and the Administration) that allow the use of Council resources for the advantage of a particular candidate or group of candidates (other than a decision that allows the equal use of council resources by all candidates for election).

Put into context, this includes any decision that would promote any matter of council business (other than 'normal' Council activities – with no change in the scale and frequency as before and after the election) that could benefit current Members seeking re-election.

- Clause 10 'Review & Evaluation' of Council's current Caretaker Policy provides:

"Any future review, amendment or alteration (other than minor) to this Policy or a substitution of a new Policy will be subject to public consultation in accordance with Councils Public Consultation Policy."

Accordingly, any other than minor changes to the policy provisions will necessitate public consultation to be conducted prior to any final adoption.

- Council's Caretaker Policy C305 was first adopted in April 2010 when the requirement for a caretaker policy was first introduced into legislation, and was subsequently amended in October 2010 to ensure compliance with the Act and Regulations. Subsequent reviews prior to



the 2014 and 2018 elections resulted in minor wording and branding changes with no material policy implications.

Conclusion

It is a legislative requirement of the Local Government (Elections) Act 1999 that Council must have a caretaker policy governing the conduct of the council and its staff during the election period.

A caretaker policy must, as a minimum, prohibit the making of a '*designated decision*' during the election period, and to be a useful policy document should provide guidance and direction (without being too broad or narrow in its meaning and interpretation) for its application across the broad range of (and in some cases unforeseeable) activities that Council undertakes during and surrounding an election period.

Attachments

[Attachment 1 \(AR11/4214\[v4\]\):](#) [Caretaker Policy C305 \[v4\] – adopted 19 June 2018](#)



Michael McCARTHY
MANAGER EXECUTIVE ADMINISTRATION



Pamela LEE
GENERAL MANAGER COUNCIL BUSINESS SERVICES

22 February 2019
MMcC



5.3. Review of Council Policy M240 – Members Access to Information – Report No. AR19/8582

COMMITTEE	Strategic Standing Committee
MEETING DATE:	12 March 2019
REPORT NO.	AR19/8582
RM8 REFERENCE	AF18/56
AUTHOR	Michael McCarthy
SUMMARY	This report presents Council Policy M240 – Members Access to Information.
COMMUNITY REFERENCE	PLAN Goal 3: Our Diverse Economy

REPORT RECOMMENDATION
<p>(a) That Strategic Standing Committee Report No. AR19/8582 titled ‘<i>Review of Council Policy M240 – Members Access to Information</i>’ as presented to the Strategic Standing Committee on 12 March 2019 be noted.</p> <p>(b) To be determined at the meeting.</p>

Moved:

Seconded:



Background

At the Council meeting held on 15 January 2019 in relation to the review of Council Policy M240 – Members Access to Information Council resolved as follows:

- (a) *The Strategic Standing Committee undertake a review of Council Policy M240 Members Access to Information and submit recommendations on any proposed amendment to Council.*

Following the commencement of a review process including consultation with Members the abovementioned resolution was amended at the Council meeting held on 19 February 2019 to:

- (a) *The Strategic Standing Committee undertake a review of Council Policy M240 Members Access to Information at the March meeting and submit recommendations on any proposed amendment to Council.*

In accordance with the amended resolution Council Policy M240 – Members Access to Information is now presented for review.

Discussion

In January 2019 Members were provided with a copy of Council's current Policy C305 – Members Access to Information together with an extract of s61 of the Local Government Act 1999 'Access to information by members of Council'.

Section 61 of the Act provides:

61—Access to information by members of councils

- 1) *A member of a council is entitled at any reasonable time, in connection with the performance or discharge of the functions or duties of the member (whether under this or another Act), without charge, to have access to any relevant council document, including (but not limited to)—*
 - (a) *a copy of a written contract entered into by the council, or a copy of a document relating to a contract that is proposed to be entered into by the council;*
 - (b) *accounting records kept by the council;*
 - (c) *financial statements and other documents prepared by the council under Chapter 8.*
- 2) *A request for access to a document under subsection (1) should be directed to the chief executive officer, or another officer specified by the chief executive officer for the purposes of this section.*
- 3) *The chief executive officer or another officer providing access to a document under subsection (1) may indicate to the member that information contained in the document is, or should be considered as, confidential.*

The Code of Conduct for Council Members provides at clauses 2.12 and 2.13 that Council Members must:

- Direct all requests for information from the Council administration to the Council's Chief Executive Officer or nominated delegate(s).
- Direct all requests for work or actions by Council staff to the Council's Chief Executive Officer or nominated delegate(s).



By Item 7 of the Statutory Council Meeting held on 22 November 2018 the Chief Executive Officer nominated the following Council Officer positions as delegates to whom Council Members may also direct relevant and reasonable requests for information:

General Manager City Infrastructure
 General Manager Community Wellbeing
 General Manager Council Business Services
 General Manager City Growth
 Manager Executive Administration
 Manager Development Services
 Manager Engineering Design & Contracts
 Manager Finance and Customer Service
 Manager Tourism and Economic Development
 Manager Arts & Cultural Development
 Manager Library
 Media and Communications Coordinator
 CEO and Mayoral Executive Support.

Notwithstanding the retirement of the former Chief Executive Officer and appointment of an interim Chief Executive Officer, these positions remain the nominated delegates to whom Members may direct requests for information and for work and actions until such notification is withdrawn and/or updated by the Chief Executive Officer.

Beyond the above provisions which are prescribed in legislation and in the Code of Conduct for Council Members, the current 'Members Access to Information' Policy M240 merely sets out that:

- Members will not be granted access to documents regarding the personal affairs of employees (except the Register of Interests required to be maintained under legislation).
- The Chief Executive Officer will provide the reason where a document is not provided.
- Sensitive documents may be provided on a confidential or 'view only' basis.
- Where documents are published online Members may be provided a website link.
- Where the document is assessed as being of wider interest, the advice (and the document/detail the subject of the specific enquiry) will be sent to all Council Members for information.
- The Policy does not limit the rights of Members to seek documents or information:
 - a) to be tabled at a meeting; or,
 - b) by way of a Motion With Notice seeking a report; or,
 - c) by way of a Question With Notice in accordance with the Procedures at Meetings Regulations; or
 - d) using the provisions of the Freedom of Information Act 1991.

The current policy has been in place with no material variation (except formatting and branding) since its initial adoption in December 2009. The abovementioned policy provisions may be equally administered with reliance on the provisions in the Act and Code of Conduct.

The Strategic Standing Committee and Council may now review the Member Access to Information Caretaker Policy M240 with consideration to any of the following:

- Re-endorsing the current policy provisions
- Amending some or all of the policy provisions
- Revoking the policy.



Conclusion

Council Policy M240 sets out the provisions of the Local Government Act 1999 and the Code of Conduct for Council Members with regard to Members rights and obligations in accessing information and provides some guidance on the practical application of these provisions.

There is no legislative requirement for a Council policy on Members access to information and the legislative and conduct provisions could be effectively applied in the absence of a policy.

Policy M240 Members Access to Information is presented for consideration and review.

Attachments

Attachment 1 (AR11/4299[v2]): *Members Access to Information Policy M240 [v2] – adopted 19 September 2017*



Michael McCARTHY
MANAGER EXECUTIVE ADMINISTRATION



Pamela LEE
GENERAL MANAGER COUNCIL BUSINESS SERVICES

26 February 2019
MMcC



5.4. Review of Council Policy M405 – Members Allowances and Benefits – Report No. AR19/8664

COMMITTEE	Strategic Standing Committee
MEETING DATE:	12 March 2019
REPORT NO.	AR19/8664
RM8 REFERENCE	AF18/56
AUTHOR	Michael McCarthy
SUMMARY	This report presents Council Policy M405 – Members Allowances and Benefits.
COMMUNITY REFERENCE	PLAN Goal 3: Our Diverse Economy

REPORT RECOMMENDATION	
(a)	That Strategic Standing Committee Report No. AR19/8664 titled ' <i>Review of Council Policy M405 – Members Allowances and Benefits</i> ' as presented to the Strategic Standing Committee on 12 March 2019 be noted.
(b)	To be determined at the meeting.

Moved:

Seconded:



Background

At the Council meeting held on 15 January 2019 in relation to the review of Council Policy M405 – Members Allowances and Benefits Council resolved as follows:

- (b) The Strategic Standing Committee undertake a review of Council Policy M405 Members Allowances and Benefits and submit recommendations on any proposed amendment to Council.*

Following the commencement of a review process including consultation with the Elected Members the abovementioned resolution was amended at the Council meeting held on 19 February 2019 to:

- (b) The Strategic Standing Committee undertake a review of Council Policy M405 Members Allowance and Benefits at the March meeting and submit recommendations on any proposed amendment to Council.*

In accordance with the amended resolution Council Policy M405 – Members Allowances and Benefits is now presented for review.

Discussion

In January 2019 Members were provided with a copy of Council's current Policy M405 – Members Allowances and Benefits together with an extract of s76-80 of the Local Government Act 1999 'Allowances and Benefits'.

Section 77 of the Act regarding re-imbursment of expenses and can be summarised as providing for:

- *re-imbursments of a kind prescribed by the Regulations, which include:*
 - (a) travelling expenses necessarily incurred in an eligible journey travelling to or from a prescribed meeting by the shortest or most practicable route*
 - (b) expenses for the care of a child or dependent requiring full-time care actually and necessarily incurred as a consequence of attendance at a prescribed meeting*
- *discretionary re-imbursments of a kind prescribed by the Regulations, and approved by Council (either specifically or under a policy established for the purposes of s77(1)(b)), incurred in performing or discharging official functions and duties. The kinds of expenses prescribed for re-imbursment under s77(1)(b) that Council may approve are:*
 - (a) expenses incurred in the use of a telephone, fax or other telecommunications device, or in the use of a form of electronic communication, on the business of the council;*
 - (b) travelling expenses incurred by the member as a consequence of the member's attendance at a function or activity on the business of the council (other than for which the member is reimbursed under section 77(1)(a) of the Act);*
 - (c) travelling expenses incurred by the member in undertaking an eligible journey to the extent that those expenses are attributable to travel outside the area of the council;*
 - (d) expenses for the care of—*
 - (i) a child of the member; or*
 - (ii) a dependant of the member requiring full-time care,**incurred by the member as a consequence of the member's attendance at a function or activity on the business of the council (other than for which the member is reimbursed under section 77(1)(a) of the Act);*



- (e) expenses incurred by the member as a consequence of the member's attendance at a conference, seminar, training course or other similar activity which is directly or closely related to the performance or discharge of the roles or duties of a member of a council (other than for which the member is reimbursed under section 77(1)(a) of the Act).

Section 78 of the Act regarding the provision of facilities and support to Members provides:

- 4) A council may provide facilities and other forms of support to its members to assist the members in performing or discharging official functions and duties.
- 5) The provision of facilities and services under this section is at the discretion of the council subject to complying with the following requirements:
 - (a) the council must specifically resolve that the provision of the facilities or services is necessary or expedient to the performance or discharge of official functions or duties;
 - (b) facilities and services must be available to members on a uniform basis (other than facilities or services specifically provided for the benefit of the principal member);
 - (c) any property provided to a member remains the council's.
- 6) A member of a council must not use a facility or service provided by the council under this section for a purpose unrelated to the performance or discharge of official functions or duties (unless the use has been approved by the council and the member has agreed to reimburse the council for any additional costs or expenses associated with this use).

Accordingly, the Council must set out the discretionary expenses and the facilities and support that it approves to be reimbursed and provided to Members, including the Mayor, in a policy.

Council Policy M405 provides for discretionary reimbursement of expenses at clause 7 and for the provision of facilities and support at clause 9, as follows:

Facilities and Support - All Members

- Administrative support for business directly associated with prescribed meetings, other official Council functions and activities, and otherwise only as approved by Council;
- Business cards;
- Reimbursement up to a maximum of \$1,500 per term of Council for expenses associated with the Members own purchase and maintenance of a computing devices(s), accessories and software to assist members in the performance of their duties. Reimbursement will be paid upon presentation to the Chief Executive Officer of the relevant Form and tax invoice(s) or receipt;
- The device must be capable of connecting to Council's wireless local area network and Extranet;
- A mobile data plan allowance paid annually in advance in the first five (5) business days of December of \$600 for data/telecommunication mobile plan. Amounts incurred in excess of the annual allowance is the responsibility of the Member.

Additional Facilities and Support - Mayor

- A mobile phone with an included data/telecommunication mobile plan;
- Office space adjacent the Council Chamber with fixed telephone line and desktop computing device with connectivity to internet and Council's local area network for access to Council Extranet and Member/Mayoral documents;
- Access to administrative support to manage civic diary and associated arrangements; and



- A fully serviced and maintained motor vehicle to a maximum purchase price of \$40,000 (GST exclusive) and a Council approved fuel card.

An approval under s77(1)(b) should be considered together with Council's policy adopted under s80A 'Training and Development' in relation to reimbursement of travel expenses of Members.

In reviewing Policy M405 the Committee and Council should note the abovementioned provisions of the Act and Regulations and that Council may not validly approve by policy or specific resolution, nor may the administration provide for the reimbursement of expenses or provision of facilities or support outside of these parameters.

Conclusion

Council Policy M405 sets out the provisions of the Local Government Act 1999 and Regulations with regard to Members expenses that Council may approve for reimbursement and the provision of facilities and benefits to Councilors and the Mayor.

Whilst there is no legislative requirement for Council to maintain a policy on Members discretionary benefits, it is considered efficient to do so as the absence of a policy specifying approved expenses and other facilities and support would not provide guidance and direction for Members or the administration, nor any authority on the ordinary expenses, facilities and support that should be provided for Members, requiring a Council resolution to approve in each and every instance.

Policy M405 Members Allowances and Benefits is presented for consideration and review.

Attachments

[Attachment 1 \(AR14/44893\[v3\]: Members Allowances and Benefits Policy M405 \[v3\] – adopted 22 November 2018\)](#)



Michael McCARTHY
MANAGER EXECUTIVE ADMINISTRATION



Pamela LEE
GENERAL MANAGER COUNCIL BUSINESS SERVICES

26 February 2019
MMcC



5.5. Expressions of Interest for 9 Penola Road – Report No. AR19/9028

COMMITTEE	Strategic Standing Committee
MEETING DATE:	12 March 2019
REPORT NO.	AR19/9028
RM8 REFERENCE	AF11/1472
AUTHOR	Michael McCarthy
SUMMARY	This report presents expressions of interest received for the building located at 9 Penola Road and alternate options for the site.
COMMUNITY PLAN REFERENCE	Goal 1: Our People
	Goal 2: Our Location
	Goal 3: Our Diverse Economy
	Goal 4: Our Climate, Natural Resources, Arts, Culture and Heritage

REPORT RECOMMENDATION
<p>(a) That Strategic Standing Committee Report No. AR19/9028 titled '<i>Expressions of Interest for 9 Penola Road</i>' as presented to the Strategic Standing Committee on 12 March 2019 be noted.</p> <p>(b) To be determined at the meeting.</p>

Moved:

Seconded:



Background

At the Council meeting held on 15 January 2019 in consideration of a report on a building vacancy at 9 Penola Road arising from the South East Legal Service ceasing operations from that site in late 2018, Council resolved as follows:

- (a) *That Council Report No. AR18/53845 titled 'Building Vacancy – 9 Penola Road' as attached be noted.*
- (b) *That Council seek expression of interest from Not for Profit Community Groups for the vacant property at 9 Penola Road.*

By memorandum in late January 2019, Members were advised that a Notice was to be published on the Council website seeking Expressions of Interest by close of business on Friday 22 February 2019.

The Notice was also published in The Border Watch on Friday 1 February 2019 and Wednesday 6 February 2019 referring readers to a floor plan and Council Report No. AR18/53845 published on the Council website.

Discussion

Council received several enquiries in response to the Notice for Expressions (EOI) of Interest for 9 Penola Road that were addressed by referral to the floor plan and Council Report published on the Council website; and subsequent provision of internal photos taken during a Member site visit on 14 February 2019 as circulated to all Members.

At the close of submissions seven (7) Expressions of Interest had been received from:

- St Johns
- South Eastern Automobile Club SA
- Four Reasons Why
- Nature Glenelg Trust
- Stand Like Stone
- University of the Third Age
- Southern Tree Breeding Association Inc.

Each submission is provided as an attachment.

Respondents have been notified that further progress is pending Council consideration of the future use of the building and a resolution supporting occupation by one or more EOI respondents.

It is suggested that Council's continued objective and purpose in holding the 9 Penola Road site as operational land (excluded from classification as community land) be considered prior to a decision to progress any occupation or use arising from the EOI process.

As an alternative to a further community occupation of 9 Penola Road, Council may determine to pursue any of the following or other, or a combination of options for the site:

- Commercial (or semi-commercial) tenancy
- Disposal by sale on open market (current Capital Value - \$480,000)
- Further development of the Commerce Place carpark
- Development in association with other Council landholdings on Lawrence Street



- Subdivision to accommodate any combination of the above options.

The latter three options would each necessitate a development assessment process.

Conclusion

The land and building at 9 Penola Road is excluded from classification as community land and as such Council may dispose of the land or retain it for such legal use as Council deems appropriate taking into account all of the objectives contained in Council's Community Plan.

Should Council seek to dispose of or retain the site for non-community occupation and use then further detailed options may be presented for consideration.

Should Council seek to retain the site for community occupation and use then the attached Expressions of Interest are provided for consideration.

In consideration of the Expressions of Interest it should be noted that some respondents are seeking sole occupancy and use while others have indicated a preparedness to share occupancy, with some indicating a willingness to be a principal tenant accommodating other users.

Attachments

- Attachment 1 (AR19/8098): Expression of Interest - St Johns*
- Attachment 2 (AR19/8071): Expression of Interest - South East Automobile Club SA*
- Attachment 3 (AR19/7496): Expression of Interest - Four Reasons Why*
- Attachment 4 (AR19/8118): Expression of Interest - Nature Glenelg Trust*
- Attachment 5 (AR19/6667): Expression of Interest - Stand Like Stone*
- Attachment 6 (AR19/6272): Expression of Interest - University of the Third Age*
- Attachment 7 (AR19/5440): Expression of Interest - Southern Tree Breeding Assn Inc.*



Michael McCARTHY
MANAGER EXECUTIVE ADMINISTRATION



Pamela LEE
GENERAL MANAGER COUNCIL BUSINESS SERVICES

27 February 2019
MMcC



5.6. Requests for Service and Complaints – Report No. AR19/9503

COMMITTEE	Strategic Standing Committee
MEETING DATE:	12 March 2019
REPORT NO.	AR19/9503
RM8 REFERENCE	AF18/5242
AUTHOR	Leanne Little
SUMMARY	This report presents the overview of Requests for Service and Complaints for the period 1 July 2018 to 28 February 2019 for Council’s information.
COMMUNITY PLAN REFERENCE	Goal 1: Our People
	Goal 2: Our Location
	Goal 3: Our Diverse Economy
	Goal 4: Our Climate, Natural Resources, Arts, Culture and Heritage

REPORT RECOMMENDATION
(a) That Strategic Standing Committee Report No. AR19/9503 titled ‘ <i>Request for Service and Complaints Report</i> ’ as presented to the Strategic Standing Committee on 12 March 2019 be noted.

Moved:

Seconded:



Background

Council Policy C200 – Request for Service and Complaint includes the periodic reporting to Council on Requests for Service and Complaints.

The Ombudsman SA recognises the value of reporting on Complaints and has a Complaint Management Framework publication on their website. The Framework incorporates a Model Compliant Handling Policy and is intended to provide councils with guidelines to maintain a contemporary complaint management system.

The benefits of a documented Complaint Handling Policy include:

- Opportunity to identify and improve services, processes and productivity
- Build better relationships with stakeholders and those Council serves
- Improve Council's bottom line
- Empower staff to resolve issues fairly and efficiently.

These benefits are reinforced in the Australian Institute of Company Directors Journal, March 2019 in an article written by Dr Sue-Anne Wallace.

The Request for Service and Complaints information referred to in this report and attachment is collected by Council primarily through the Customer Experience (CX) team. The information comes to the Council's CX team through various channels including: over the CX counter, phone, e-mail, postal mail and website. This information is collated, analysed and used to identify improvements, monitor performance against service levels and take corrective action when required.

A register documenting all Feedback, Suggestions, and Complaints is maintained by the CX Team.

Discussion

The summary information in this report covers:

- Requests for Service
- Feedback and Suggestions; and
- Complaints.

for the period 1 July 2018 to 28 February 2019.

Request For Service

A Request for Service is defined as any request from a customer / member of the public to have Council or its representative (e.g. a contractor, supplier) take some form of action to provide, respond or improve a Council service.

All Requests for Service are captured through Council's Customer Request Management System and actioned to a responsible officer (i.e. a staff member).

- A total of 3661 Requests for Services were received by Council during the reporting period. 39.6% of the total Requests for Service in this period were for the category of 'Sanitation and Garbage' and is the largest reported category. Refer Attachment 1 Graph 3 Number of Requests for Service by Category.



- A further breakdown of the 'Sanitation and Garbage' category has been provided (Refer Attachment 1 Graph 4 Requests for Service Sanitation and Garbage) to identify the sub types of Sanitation and Garbage requests received.

Feedback and Suggestions

A total of 137 items of Feedback and Suggestions were received by Council. Of these 14% (19) were identified as positive, 45% (62) negative and 41% (56) were neutral.

When an item of feedback or suggestion is received, a responsible officer is assigned an action via Council's Electronic Records Management System to investigate and respond accordingly.

Complaints

Council Policy C200 – Request for Service and Complaint defines a complaint as:

A complaint is an expression of dissatisfaction with a product or service delivered by the Council or its representatives that have failed to reach the standard stated, implied or expected. This includes complaints about a service that have been or should have been delivered.

For a customer's feedback to be identified as a Complaint it must meet the definition contained in Council's Policy. Where it doesn't meet this definition it is classified as negative feedback. This distinction provide Council with the opportunity to resolve or address a customer's concern or request for service in the first instance prior to escalating directly to a 'complaint'.

Five (5) complaints were received during the reporting period.

- Four (4) or 80% of the complaints were resolved immediately at first point of contact.
- One (1) or 20% of the complaints required further investigation.

Conclusion

Considerable work has been undertaken to ensure the management of Requests for Service, Suggestions and Feedback and Complaints from customers / members of the public are managed responsibly, professional and in a timely manner within Council's Policy, Ombudsman SA guidelines and customer expectations.

Quarterly reporting on Requests for Service, Suggestions and Feedback and Complaints will be provides to Council. Further analysis and improvements to reporting will be made over time.

This report and Attachment 1 are provided to Council for information and noting.

Attachments

[Attachment 1 \(AR19/9415\): Graphs on Requests for Services, Feedback, Suggestions and Complaints](#)





Leanne LITTLE
TEAM LEADER CUSTOMER EXPERIENCE



Pamela LEE
GENERAL MANAGER COUNCIL BUSINESS SERVICES
1 March 2019
LL



5.7. Policy Review – C200 – Request for Service and Complaint Policy - Report No. AR19/9529

COMMITTEE	Strategic Standing Committee
MEETING DATE:	12 March 2019
REPORT NO.	AR19/9529
RM8 REFERENCE	AF18/56
AUTHOR	Leanne Little
SUMMARY	This report presents a review of Council Policy C200 - for Request for Service and Complaint Policy for consideration in accordance with the periodic review of Council policies.
COMMUNITY REFERENCE	PLAN Goal 1: Our People

REPORT RECOMMENDATION
<p>(a) That Strategic Standing Committee Report No. titled 'C200 – Request for Service and Complaint Policy' as presented to the Strategic Standing Committee on 12 March 2019 be noted.</p> <p>(b) That the updated Council Policy 'C200 – Request for Service and Complaint Policy' as attached to the Strategic Standing Committee Report No. be adopted.</p>

Moved:

Seconded:



Background

Council periodically reviews its policies over the term of the Council to ensure they remain up to date with legislative requirements, Council and community expectation and emerging practices in local government.

Discussion

Council Policy 'C200 – Request for Service and Complaint Policy' has been reviewed and is presented with minor wording changes.

Conclusion

The reviewed and updated Council Policy 'C200 – Request for Service and Complaint Policy' is attached for consideration. The review included reviewing Council's policy to that of the Local Government Association currently model policy.

It is proposed this Policy is next scheduled for review in March 2021.

Attachments

[Attachment 1 – \(AR19/9532\) Council Policy 'C200 – Request for Service and Complaint Policy'](#)



Leanne LITTLE
TEAM LEADER CUSTOMER EXPERIENCE



Pamela LEE
GENERAL MANAGER BUSINESS SERVICES

28 February 2019
LL



5.8. Lady Nelson Precinct Mobile Unit - Report No. AR19/4250

COMMITTEE	Strategic Standing Committee
MEETING DATE:	12 March 2019
REPORT NO.	AR19/4250
RM8 REFERENCE	AF18/496
AUTHOR	Dr Judy Nagy
SUMMARY	To provide an update on the acquisition of a vehicle for use as a Mobile Unit for Tourism in the City of Mount Gambier.
COMMUNITY PLAN REFERENCE	Goal 1: Our People
	Goal 2: Our Location
	Goal 3: Our Diverse Economy
	Goal 4: Our Climate, Natural Resources, Arts, Culture and Heritage

REPORT RECOMMENDATION

- (a) That Strategic Standing Committee Report No. AR19/4250 titled '*The Lady Nelson Precinct Mobile Unit*' as presented to the Strategic Standing Committee on 11 February 2019 be noted.
- (b) That Council endorse the purchase of a vehicle, including fit out, up to the value of \$56,000 for use as the Visitor Centre Mobile Unit dedicated for tourism outreach in the community and across the region.

Moved:

Seconded:



Background

In 2017, Council engaged in a detailed process of review and prioritisation of recommendations made in numerous strategic reports received over the preceding 12 months.

After prioritisation of recommendations Council were presented with a model that would allow the concurrent achievement of a number of prioritised recommendations that were inter-related and able to be linked together. In the November 2017 Strategic Standing Committee, Council endorsed the proposed precinct activation model that grouped a number of recommendations into either a conceptual or physical precinct.

The precinct activation plan for the Lady Nelson commenced a process of refreshing Visitor Information Servicing in line with a focus on digital content. Council endorsed The Lady Nelson Precinct Plan on 19 December 2017 with the following resolution:

COUNCIL RESOLUTION – 19th DECEMBER 2017

12.9. Precinct Project Plan Development - AR17/48825

- (a) That Strategic Standing Committee Report No. AR17/48825 titled '*Precinct Project Plan Development*' as presented to the Strategic Standing Committee on 11 December 2017 be noted.
- (b) That precinct activation plans for 'The Lady Nelson Precinct' and 'The Innovation Hub' be endorsed.

The Lady Nelson Precinct Plan is included in this report at Attachment 1.

The objective of The Lady Nelson Precinct Plan was to transition Visitor Information Services to a collaborative and flexible model between industry, Council and key stakeholders, with intended outcomes noted as:

- Make cosmetic changes (low cost and immediate) internally to the Lady Nelson Centre (TLN) as we transition to a more digital content.
- Mobile Unit to be used for tourism events, festivals, busy time periods and serve a multi-purpose including library and gallery outreach programs, community engagement initiatives and crisis/disaster relief station / access point.

The Project Plan noted a phase of research to investigate cost, fit out requirements and staff resourcing to operate a Mobile Unit in support of a distributed servicing model.

Discussion

During 2018 the Visitor Information Centre made significant progress on 'going digital' with staff focusing on utilising the website and digital content for visitor servicing. This has required education of both staff, tourism stakeholders and various dependent agencies who have previously been accustomed to printed booklets, pamphlets and brochures.

The transition has resulted in some staffing changes, training in digital competencies and a change of culture at the Visitor Information Centre. The staff are now in a position to plan further the for distributed model of servicing, of re-engaging with Council Tourism asset operators and with other stakeholders in the visitor pipeline via touring routes from Adelaide and also from and to Victoria.



A budget of \$100,000 - \$150,000 was allocated for the purchase of the Mobile Unit. However, a large Mobile Unit would require a minimum of two staff impacting on services and staffing levels at the Visitor Centre at key times, such as weekends and public holidays. Hence, a smaller more agile vehicle has become the focus of research.

A trial using a shared replacement vehicle between the Events team and the VIC staff (a mid sized SUV with an awning) at tourist locations in Mount Gambier has proven popular and effective since the vehicle was purchased in December 2018. Whilst the trial has demonstrated that a smaller vehicle works well, the busy times for the events team and visitor services coincide, making a shared vehicle problematic.

The purchase of a standard SUV vehicle fitted out as required would deliver the same benefits as the original intended purchase of a Winnebago type vehicle to use as a Mobile Unit for Tourism. The proposed standard vehicle eliminates storage issues, driving challenges and can be used by one person. This reduces both staffing requirements and capital costs.

Conclusion

Adding one additional vehicle to the Council fleet that is generic and includes some clear Tourism branding would save Council significant resources and meet the needs of a distributed model of Visitor servicing.

Attachments

Attachment 1 (AR17/42842): PPS-2017-013 - Project Plan Summary Lady Nelson Centre - 19/10/2017



Dr Judy NAGY
GENERAL MANAGER CITY GROWTH



Graeme MAXWELL
CHIEF EXECUTIVE OFFICER

30 January 2019
DL



5.9. Policy Review – O110 – Order Making Report No. AR19/4182

COMMITTEE	Strategic Standing Committee
MEETING DATE:	12 February 2019
REPORT NO.	AR19/4182
RM8 REFERENCE	AF18/49
AUTHOR	Tracy Tzioutziouklaris
SUMMARY	This report provides a review and update of Council Policy O110 – Order Making
COMMUNITY PLAN REFERENCE	Goal 1: Our People
	Goal 2: Our Location
	Goal 3: Our Diverse Economy
	Goal 4: Our Climate, Natural Resources, Arts, Culture and Heritage

REPORT RECOMMENDATION
<p>(a) That Strategic Standing Committee Report No. AR19/4182 titled <i>'Policy Review – O110 – Order Making'</i> as attached be noted.</p> <p>(b) That Council Policy O110 Order Making be amended based on the amendments to the Local Government Act 1999 with the introduction of the Local Nuisance and Litter Control Act 2016.</p> <p>(c) Proposed draft Council Policy O110 be publicly notified prior to it being formally adopted by Council as required by the Local Government Act 1999 as significant amendments to the Policy have been proposed.</p>

Moved:

Seconded:



Background

Council periodically reviews its policies to ensure that they remain up to date with legislative requirements, Council and community expectations and emerging practices in local government.

The Local Government Act requires Council to develop and adopt an Order Making Policy (Section 259 Local Government Act 1999).

Once an Order Making Policy is adopted Council is able to use the powers specified in the Policy to resolve matters as they arise.

Public consultation will be required to be undertaken if a new or significantly amended policy results from this review.

This Policy was last reviewed by Council in February 2015.

Discussion

The relevant order making provisions contained within the Local Government Act, 1999 contains a number of provisions where Council is able to make Orders to address particular matters. The matters Council is able to make orders are reproduced below from the Local Government Act 1999 for Members information and perusal.

“Part 2 - Orders Division

1 - Power to make orders

254 - Power to make orders

- (1) *A council may order a person to do or to refrain from doing a thing specified in Column 1 of the following table if in the opinion of the council the circumstances specified opposite it in Column 2 of the table exist and the person comes within the description opposite it in Column 3 of the table.*

<i>Column 1 To do or to refrain from doing what?</i>	<i>Column 2 In what circumstances?</i>	<i>Column 3 To whom?</i>
<i>2. Hazards on lands adjoining a public place</i>		
<i>(1) To fence, empty, drain, fill or cover land (including land on which there is a building or other structure).</i>	<i>(1) A hazard exists that is, or is likely to become, a danger to the public.</i>	<i>(1) The owner or occupier of the land.</i>
<i>(2) To remove overgrown vegetation, cut back overhanging branches, or to remove a tree.</i>	<i>(2) The vegetation, branches or tree create, or are likely to create, danger or difficulty to persons using a public place.</i>	<i>(2) The owner or occupier of the land.</i>
<i>(3) To remove or modify a flag or banner, a flagpole or sign, or similar object or structure that intrudes into a public place.</i>	<i>(3) The relevant object or structure creates, or is likely to create, danger or difficulty to persons using a public place.</i>	<i>(3) The owner or occupier of the land.</i>



<i>(4) Where the public place is a road - to take action necessary to protect the road or to remove a hazard to road users</i>	<i>(4) A situation exists that is causing, or is likely to cause, damage to the road or a hazard to road users.</i>	<i>(4) The owner or occupier of the land.</i>
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Examples -

To fill an excavation, or to prevent drainage of water across the road.

To construct a retaining wall or to remove or modify a fence.

To fence land to prevent the escape of animals.

To remove a structure or vegetation near an intersection.

Column 1 To do or to refrain from doing what?	Column 2 In what circumstances?	Column 3 To whom?
4. Inappropriate use of vehicle		
<i>To refrain from using a caravan or vehicle as a place of habitation.</i>	<i>A person is using a caravan or vehicle as a place of habitation in circumstances that— (a) present a risk to the health or safety of an occupant; or (b) cause a threat of damage to the environment; or (c) detract significantly from the amenity of the locality.</i>	<i>The owner or occupier of the land or a person apparently occupying the caravan or vehicle.</i>

(2) A reference in the table to an animal or animals includes birds and insects.

In addition to Section 254, this policy will also apply to the making of any orders under the following sections of the Local Government Act:

- Section 216 - Power to order owner of private road to carry out special roadwork
- Section 217 – Power to order owner of infrastructure on road to carry out specified maintenance or repair work; and
- Section 218 – Power to require owner or adjoining land to carry out specified work
- Sections 216, 217 and 218 of the Local Government Act are also reproduced in this report for Members perusal and information as follows.

“216—Power to order owner of private road to carry out specified roadwork

- (1) A council may, by order in writing to the owner of a private road, require the owner to carry out specified roadwork to repair or improve the road.*
- (2) Divisions 2 and 3 of Part 2 of Chapter 12 apply with respect to—*



(a) any proposal to make an order; and

(b) if an order is made, any order, under subsection (1).

217— *Power to order owner of infrastructure on road to carry out specified maintenance or repair work*

(1) *A council may, by order in writing to the owner of a structure or equipment (including pipes, wires, cables, fittings and other objects) installed in, on, across, under or over a road, require the owner—*

(a) *to carry out specified work by way of maintenance or repair; or*

(b) *to move the structure or equipment in order to allow the council to carry out roadwork.*

(2) *If the order is not complied with within a reasonable time fixed in the order—*

(a) *the council may itself take the action required by the order and recover the cost of doing so as a debt from the owner; and*

(b) *the owner is guilty of an offence and liable to a penalty not exceeding \$5 000.*

(3) *Subsection (1) and (2) do not apply to the owner of electricity infrastructure, public lighting infrastructure or gas infrastructure if the Commission has determined, on application by the owner, that there are reasonable grounds for not requiring the owner to take the action specified in the order.*

(4) *In this section -*

Commission *means the Essential Services Commission established under the Essential Services Commission Act 2002;*

electricity infrastructure *has the same meaning as in the Electricity Act 1996;*

gas infrastructure *has the same meaning as in the Gas Act 1997, but does not include a transmission pipeline within the meaning of the Petroleum Act 2000;*

owner *of a structure or equipment includes a lessee or licensee;*

public lighting infrastructure *has the same meaning as in the Electricity Corporations (Restructuring and Disposal) Act 1999.*

218 - *Power to require owner of adjoining land to carry out specified work.”*

(1) *A council may, by order in writing to the owner of land adjoining a road, require the owner to carry out specified work to construct, remove or repair a crossing place from the road to the land.*

(2) *Divisions 2 and 3 of Part 2 of Chapter 12 apply with respect to -*

(a) *any proposal to make an order; and*



(b) if an order is made, any order, under subsection (1).

In February 2017 the Local Nuisance and Litter Control Act 2016 became operational. The introduction of this Act, also introduced significant changes to Section 254 of the Local Government Act. Likewise Section 299 of the Local Government Act 2016 which referred to the power for Council to make orders in relation to vegetation clearance has been deleted.

The powers Council is able to use as part of the Local Nuisance and Litter Control Act provides Council with greater ability to take action in relation to matters which are of a Local Nuisance that what was previously provided to Council under Section 254 of the Local Government Act 1999.

The introduction of the Local Nuisance and Litter Control Act 2016 and amendments to the Local Government Act 1999 creates the requirement for Council to undertake a comprehensive review and updating of Council Policy O110 Order Making.

A copy of Council Policy O110 Order Making illustrating the proposed updating and changes to the policies is attached to this report for Members perusal and information.

It is important to highlight that prior to adopting any significant amendment to the Policy – O110 Order Making, Council is required by the Section 259(2) of the Local Government Act 1999 to publicly notify the draft policy for a period of at least 4 weeks.

Conclusion

With the introduction of the Local Nuisance and Litter Control Act 2016, significant amendments have been made to Section 254 of the Local Government Act 1999 and Section 299 of the Local Government Act 1999 has been deleted.

On the basis of these amendments significant amendments will need to be made to Council Policy O110 Order Making.

The proposed draft Council Policy O110 be publicly notified prior to it being formally adopted by Council.

Attachments

Attachment 1 (AR19/4189): Draft Council Policy O110 Order Making



Tracy TZIOUTZIOUKLARIS
MANAGER DEVELOPMENT SERVICES



Judy NAGY
GENERAL MANAGER CITY GROWTH

29 January 2019



5.10. Non-Community Land and Buildings- Report No. AR19/9385

COMMITTEE	Strategic Standing Committee
MEETING DATE:	12 March 2019
REPORT NO.	AR19/9385
RM8 REFERENCE	AF11/2421
AUTHOR	Michael McCarthy
SUMMARY	This report presents a list of non-community (operational) land and buildings owned by Council as requested at the 19 February 2019 Council Meeting
COMMUNITY PLAN REFERENCE	Goal 3: Our Diverse Economy

REPORT RECOMMENDATION

- (a) That Strategic Standing Committee Report No. AR19/9385 titled '*List of Operational Properties*' as attached be noted.

Moved:

Seconded:



Background

At the Council meeting held on 19 February 2019 the following Motion With Notice was moved by Cr Bruins and resolved by Council seeking a report on all non-community land and buildings not currently utilised by Council. The resolution is as follows:

- (a) *That a report be prepared listing all non-community land and buildings that are owned and not currently utilised by the City of Mount Gambier for operational purposes.*
- (b) *That the report detail the following information on each property:*
- *Address*
 - *Current/past use*
 - *Zoning*
 - *Current lease / licence / occupation arrangements to external parties (if applicable)*
 - *Current Valuer-General Capital Value*
 - *Any other information the Administration considers relevant*
 - *Any public facing walls.*
- (c) *The report be presented to the March meeting of the Strategic Standing Committee to identify properties that may be surplus to Council's operational requirements and potentially suitable for sale or alternate use.*

This report presents a list of all non-community (operational) land owned by Council as requested.

Discussion

In accordance with Chapter 11 of the Local Government Act 1999 (the Act) all land, except roads, owned or under Council's care, control and management is taken to be classified as community land, unless Council has validly excluded or revoked it from such classification. The Act imposes specific conditions on the exclusion of land and a statutory process that includes public consultation and Ministerial approval for revocation of community land classification. That is most land owned or controlled by Council is community land.

Subject to the Act Council, may not dispose of land unless it is has first been validly excluded or revoked from classification as community land.

Land that has been excluded or revoked from such classification is commonly known as 'operational' land on the basis that it is ordinarily held by Council and used for operational purposes.

The attached list (Attachment 1) contains all 'operational' land, including buildings, owned by Council that have been excluded or revoked of classification as community land.

As 'operational' land, Council has the authority to use or dispose of the land contained in the attached list unrestricted by the community land provisions of the Act. Notwithstanding this Council is still obliged to comply with other provisions of the Act and other relevant Council policies, such as the Procurement and Disposal of Land and Assets Policy P420 and Prudential Management Policy P415.

Conclusion

Should Council wish to further pursue a disposal or other process for any of the sites in the attached list, a further report and recommendation(s) may be requested specific to any identified site(s).



Attachments

Attachment 1 (AR19/9587): List of non-community (operational) land and buildings



Michael McCARTHY
MANAGER EXECUTIVE ADMINISTRATION



Pamela LEE
GENERAL MANAGER COUNCIL BUSINESS SERVICES

6 March 2019
MMcC



5.11. Long Term Financial Plan 2018/2019 to 2027/2028 - Report No. AR19/9637

COMMITTEE	Strategic Standing Committee
MEETING DATE:	12 March 2019
REPORT NO.	AR18/9637
RM8 REFERENCE	AF18/5
AUTHOR	Pamela Lee
SUMMARY	The purpose of this report is to present the for Council’s consideration the Long Term Financial Plan for the 10 year period 2019/2020 to 2028/2029 in accordance with the Local Government Act 1999, Chapter 8, Part 1, Section 122.
COMMUNITY PLAN REFERENCE	Goal 3: Our Diverse Economy

REPORT RECOMMENDATION
<p>(a) That Strategic Standing Committee Report No. AR19/9637 titled ‘<i>Long Term Financial Plan 2019/2020 to 2028/2029</i>’ as presented to the Strategic Standing Committee on 12 March 2019 be noted.</p> <p>(b) That the Long Term Financial Plan 2019/2020 to 2028/2029 be adopted, marked as final and uploaded to Council’s website.</p>

Moved:

Seconded:



Background

The Local Government Act 1999 (the Act) requires Council to prepare and adopt Strategic Management Plans (the Plans) that include a Long Term Financial Plan (LTFP). The Strategic Management Plans may be reviewed at any time, however Chapter 8 Part 1 Section 122 states that Council must in any event, undertake a comprehensive review of the Plans within two (2) years after each general election of the Council.

Council considers that its LTFP is a fundamental instrument of accountability and sustainability and provides projections for Council's planned activities over a ten year timeline.

The key objective of Council's LTFP is financial sustainability in the medium to long term, while still achieving Council's strategic objectives specified in the Community Plan and aligned strategies. At the same time the LTFP ensures that there is an understanding of the impact of decisions made today on future sustainability. This ensures the cost effective delivery of projects, services and works and the appropriate maintenance and renewal of our asset base in a financially sustainable manner.

The purpose of the LTFP is:

- To express in financial terms the services, works and activities it proposes to undertake over the medium to longer term to achieve its stated objectives. The LTFP is similar to but less detailed than the annual budget. Like a budget, the LTFP provides guidance for future action except that its preparation requires Council to consider the longer term impact of revenue and expenditure proposals rather than for a single year.
- Not to provide specific detail about individual services or works. It does however provide a decision making tool that allows various assumptions and sensitivity analysis to be carried out that will indicate the ability of Council to deliver cost effective services to our community in the future in a financially sustainable and responsible manner.

Council's LTFP must contain a summary of the proposed operating and capital investment activities in the Uniform Presentation of Finance format for a period of at least ten years. It should include estimates of the key ratios, operating surplus, net financial liabilities and asset sustainability. This illustrates the expected long term financial performance of the Council and hence whether financial sustainability is forecast to be achieved.

The LTFP is:

- A strategic level document; similar to but less detailed than the annual budget. Like a budget, the LTFP provides guidance for future action except that its preparation requires Council to consider the longer term impact of revenue and expenditure proposals rather than for a single year.
- A fluid document, continually reviewed, modified and refined as new and updated information becomes available, usually at each budget review and during the construction and adoption of the Annual Business Plan and Budget.
- Prepared using a number of assumptions, with regard to projected rate income, projected fees, charges and grants and also includes assumptions about future operational and capital expenditure. Given that LTFPs are derived from an estimate of future performance, it should be appreciated that actual results may vary from the information contained in the LTFP.
- Informs and provides the high level strategic financial plan, guidelines, assumptions and parameters for the strategically aligned Infrastructure and Asset Management Plan and Annual Business Plan and Budget.



Intuitively, if the LTFP demonstrates sustainability over a ten year period and the 2019/2020 LTFP target budget is embedded within the LTFP, then the development of a 2019/2020 budget that aligns with the LTFP also demonstrates financial sustainability.

To illustrate the expected long term financial performance and whether financial sustainability is being achieved, the LTFP must be presented in a manner consistent with the relevant South Australia Model Financial Statements for each future year covered by the LTFP. This includes estimates of the key financial ratios of: operating surplus, net financial liabilities and asset sustainability ratio.

Council adopted its current LTFP 2017/2018 to 2026/2027 on 11 September 2017 following:

- Preparation work on the LTFP and 2017/2018 Budget in February 2017
- An Elected Member information workshop on 28 February 2017; and
- Audit Committee meeting on 7 March 2017 where the LTFP 2017/2018 to 2026/2027 was recommended to Council.

Prior to Council considering its Annual Business Plan and Budget, it considers and adopts its LTFP to take into account and reflect:

- The most recent audited financial statements as at 30 June of the prior financial year
- The most recent Infrastructure and Asset Management Plan (IAMP)
- The most recent quarterly budget revision adopted by Council
- Any changes in assumptions i.e. internal and external influences
- Any Council resolutions and non-discretionary items
- Any new initiatives, strategies and projects of Council.

The LTFP is guided by the following principles:

- Maintain existing assets at the current service levels
- Continue to review assets with proceeds being reinvested
- Maintaining debt within the current range of less than 2% subject to any material projects being approved by Council at which time the LTFP would be reviewed
- Retaining tight constraints on operating expenditure
- Ensuring that the capital works program retains a level of funding for new works (e.g. new footpaths).

In the event information comes to hand that will materially impact the adopted LTFP, the LTFP will be updated presented to Council for consideration and adoption.

Discussion

Council operates with a continuous improvement philosophy due to the dynamic economic, political, environmental and fiscal environment it operates within. Council reviews and updates its LTFP as part of its planning process and to ensure it reflects and aligns with the changing environment.

A workshop with Elected Members was held on Monday 25 February 2019 as part of the annual planning process. The workshop covered: the Integrated Planning and Budget Framework, timetable, process, internal and external influences and assumptions of the LTFP; and considerations of assumptions for the draft 2019/2020 Annual Business Plan and Budget. Table 1 contains assumptions discussed at the workshop that would be used in the modelling of the draft LTFP 2019/2020 to 2027/2028.



Table1: LTFP Assumptions

Assumption	Current	Period
Variables		
CPI	2.0%	10 years
Salary and Wages	2.0%	10 years
GDP	1.9%	10 years
Local Government CPI as at 31 December 2019	2.9%	10 years
Application		
Rate increase (as modelled in the current LTFP)	4.5%	10 years
Utilities – e.g. electricity, gas, fuel, water	2.0%	10 years
All services provided in 2018/2019 continue		10 years
Borrowings – use of LGFA Cash Advance Debenture facilities as required		10 years
<ul style="list-style-type: none"> Funding for strategies adopted by Council as at February 2019 are included. LTFP substantially reflects the version presented to the Special Council meeting held on 23 January 2019 when the Prudential Report on the Community and Recreational Hub was adopted. Refinements since reflect detailed review of the IAMPs and preliminary work leading into the preparation of the draft 2019/2020 Annual Business Plan and Budget. 		10 years

Further review of the CARH might result in changes to the depreciation charges and the operating surplus / deficit scenarios related to the CARH and any consequential impacts on the Council general administration resourcing with the management of the CARH (contractual, managerial and transactional including procurement, contract management, accounts payable, banking).

At the time of preparing this report and updating the LTFP, the following Councilor resolutions and non-discretionary items have been modelled in the LTFP 2019/2020 to 2028/2029:

Table 2: Councilor Resolutions and Non-discretionary expenditure binding on the 2019/2020 budget

Operating Items	2019/ 2020 \$'000	2020/ 2021 \$'000	2021/ 2022 \$'000	In 2019/ 2020 Draft Budget
Airport Contribution ⁽¹⁾	250.0	250.0	-	Yes
Tennis Assoc. ⁽¹⁾	-	200.0	200.0	No
Great Victorian Bike Ride	17.0			Yes
Community and Recreation Hub ⁽¹⁾		TBC	TBC	TBC
Lions Brass Festival Band	8.0	8.0		Yes
Energy Efficiency Program	50.0	50.0	50.0	Yes
Riddoch Art Galley – Ancient Rome Exhibition	30.0	-	-	Yes
Non-Discretionary Items				
Planning, Development and Infrastructure Act Reform		TBC		Yes
Total	355.0	508.0	250.0	

Note: (1) Subject to successful grant funding.

The LTFP takes account of:

- Expected expenses and capital outlays for each year of the year in the Plan
- Expected revenues for each year and their source



- Any variations in net debt required as a result of expected cash flow needs
- Performance measures to enable assessment of the Council's financial sustainability over the period of the Plan.

The LTFP includes:

- Income statement
- Balance sheet
- Cash flow statement
- Statement of changes in equity.

Council's draft LTFP for 2019/2020 to 2028/2029 is available at Attachment 1 to this report.

The Annual Business Plan and Budget for 2019/2020 will be based on year one of the adopted LTFP 2019/2020 to 2028/2029 (subject to change pending further information availability at the time of preparation).

If adopted, the LTFP 2019/2020 to 2028/2029 will inform the preparation of the draft 2019/2020 Annual Business Plan and Budget. The LTFP is a cornerstone plan within the Council's suite of Strategic Management Plan and Integrated Planning and Budget Framework (refer Attachment 2) and the Act.

The draft LTFP shows a growing operating surplus and cash flows in the latter years. This reflects that Council's planning and strategies are more detailed in the first half of the LTFP's ten year period. In the latter years of the LTFP, new major capital works and projects remain unallocated to allow Council the flexibility to review and refine its position in this regard.

Importantly, the draft LTFP demonstrates that the Council is financially sustainable over the 10 year term of the LTFP, whilst achieving the objectives outlined in the Community Plan and aligned strategies and projects. This includes:

- Implementation and funding of the appropriate level of maintenance and renewal of the portfolio of assets
- Meeting the ongoing expectations of service delivery to our Community
- Managing the impact of cost shifting from other levels of government
- The appropriate use of debt as a means of funding new and renewal of assets
- Ensuring the financial sustainability of Council's operations.

Financial sustainability has been demonstrated through adherence to the following three key ratios:

- Operating Surplus Ratio, target range 0% to 10%
- Net Financial Liabilities Ratio, target range 0% to 100%
- Asset sustainability Ratio, target range 90% to 110%.

These ratios are also the LGA guideline ratios. In achieving these targets, which are explained in detail in the LTFP, there is a level of certainty provided that financial sustainability will be maintained.

Conclusion

The LTFP will continue to be reviewed over time and refined to incorporate feedback from different sources (Council Members, Management, the Community, new initiatives/projects, new legislation, changes to existing legislation and identified savings).

Modelling of the LTFP 2019/2020 to 2028/2029 is based on the assumptions, Councilor resolutions and non-discretionary expenditure discussed at the Elected Member workshop held on the 25 February 2019. The LTFP has been reviewed in line with Council's:

- Suite of Strategic Management Plans



- Integrated Planning and Budget Framework
- Fees and Charges Schedule for 2019/2020 adopted at the 19 February 2019 Council meeting.

This report presents for Council's consideration the recently reviewed and updated LTFP for the 10 year period 2019/2020 to 2028/2029.

Attachments

[Attachment 1 \(AR19/9665\): City of Mount Gambier Draft Long Term Financial Plan 2019/20209 to 2028/2029 March 2019](#)

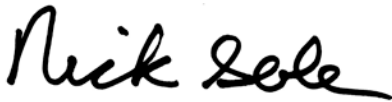
[Attachment 2 \(AR18/3223 \[v3\]\): Integrated Planning and Budgeting Framework](#)



Kahli ROLTON
MANAGEMENT ACCOUNTANT



Pamela LEE
GENERAL MANAGER COUNCIL BUSINESS SERVICES



Nick SERLE
GENERAL MANAGER CITY INFRASTRUCTURE

7 March 2019
PL/KR



5.12. Infrastructure Asset Management Plan 2019/2020 to 2028/2029 and Asset Management Policy - Report No. AR19/9661

COMMITTEE	Strategic Standing Committee
MEETING DATE:	12 March 2019
REPORT NO.	AR19/9661
RM8 REFERENCE	AF11/1786
AUTHOR	Pamela Lee
SUMMARY	This report presents for Council's consideration: - an Asset Management Policy; and - the updated Infrastructure and Asset Management Plan for the 10 year period 2019/2020 to 2028/2029 in accordance with the Local Government Act 1999, Chapter 8, Part 1, Section 122.
COMMUNITY PLAN REFERENCE	Goal 3: Our Diverse Economy

REPORT RECOMMENDATION
<p>(a) That Strategic Standing Committee Report No. AR19/9661 titled '<i>Infrastructure and Asset Management Plan 2019/2020 to 2028/2029</i>' as presented to the Strategic Standing Committee on 12 March 2019 be noted.</p> <p>(b) That the Asset Management Policy be adopted, marked as final and uploaded to Council's website.</p> <p>(c) That the Infrastructure and Asset Management Plans for the ten year period 2019/2020 to 2028/2029 be adopted, marked as final and uploaded to Council's website covering the following asset classes:</p> <ul style="list-style-type: none"> i. Asset Management Summary Plan 2020/2029 ii. Infrastructure (Roads) Asset Management Plan 2020/2029 iii. Building and Structures Asset Management Plan 2020/2029 iv. Plant and Equipment Asset Management Plan 2020/2029 v. Caroline Landfill Asset Management Plan 2020/2029 vi. Information Technology and Systems Asset Management Plan 2020/2029.

Moved:

Seconded:



Background

The South Australian Local Government Act 1999 (the Act) and its Regulations require each Council to develop and adopt a suite of Strategic Management Plans (the Plans), including preparation of Infrastructure and Asset Management Plans (IAMP). The Strategic Management Plans may be reviewed at any time, however Chapter 8 Part 1 Section 122 states that Council must in any event, undertake a comprehensive review of the Plans within two (2) years after each general election of the Council.

Asset Management (AM) is a systematic and rational process to guide the planning, acquisition, operation and maintenance, renewal and disposal of assets. Its objective is to optimise asset maintenance and delivery responsibly and manage related risks and costs over the asset lifecycle. AM is the process used to guide the planning, acquisition, operation, maintenance, renewal and disposal of assets

- The objective of AM is to optimise asset service delivery potential and manage related risks and costs over the entire life or 'whole of life' of the asset. In simplest terms, asset management is about how assets are 'looked after', both on a day-to-day basis (such as maintenance and operations) and in the medium-to-long term.
- The goals of AM is to provide a financially sustainable level of service at an acceptable level of risk, within statutory and legislative requirements, to Council's present and future community and customers.

The long lived nature of many assets and the need for their ongoing renewal means that planning must be based on an understanding of the 'whole of life' costs throughout the life cycle of each asset. This provides a basis for the management of both short and long-term continuance of each asset's capacity to function and to meet the Council's vision of:

'An inclusive City where people lead fulfilling lives'

and achieve one of the key strategic objectives contained in the Community Plan – The Futures Paper 2016-2020

'Provide infrastructure and services that are well planned, accessible, efficient, financially sound and sustainable.'

Council maintains a large network of assets within the City of Mount Gambier with an approximate value of \$247 million. As custodian of these assets, Council acknowledges that there will be increased pressure over time to provide and maintain assets at desired levels of service. Growth and time places pressure on future funding as the assets age, demand for maintenance, repair and upkeep increases and new assets are added.

Infrastructure maintenance and renewal costs of Council's assets consume a material part of Council's budget. They are higher in some periods than others and can have a material impact on Council's budget and resource planning.

Council has a formalised approach to AM so it can optimise the function and productivity of its assets while minimising risk and financial liability of ownership for Council. Council needs to know what affect the current level of funding of asset maintenance, asset renewal and asset improvement today will have on the assets and financial position in future years

The IAMPs cover the management of the Council's assets for a period of at least ten years. Council's current IAMP was adopted at its meeting on 18 April 2017 and covers the period 2016/2017 to 2026/2027. The IAMP recognises the importance of Council's responsibility and commitment to providing and maintaining these assets at a satisfactory level, commensurate with community expectations and Council's income and financial capacity. A robust IAMP ensures that



Council's assets are capable of providing services of an agreed quality, in a sustainable manner, for present and future communities.

Council provides a road network in partnership with State and Federal Governments to enable a high level of safety, accessibility and amenity for Mount Gambier. Council's commitment to maintaining this road network is in line with current best practices and to the standards expected by its ratepayers. Council further provides an extensive range of buildings and structures which are used by the Community for many and varied purposes (including a regional landfill facility). Council also owns and operates a fleet of plant and equipment to allow it to provide assets, infrastructure and services to meet the needs of its Community.

The IAMPs guide Council in the management of its assets and infrastructure to an agreed standard of service in a planned, sustainable and responsible manner. Council's IAMPs comprise an overarching Asset Management Summary Plan and 5 asset class specific Asset Management Plans, reflecting the materiality, value and/or nature of Council's assets. These classes are:

- Infrastructure Road
- Buildings and Structures
- Plant and Equipment
- Caroline Landfill
- Information Technology and Systems.

IAMPs are reviewed at least every two years. In the event information comes to hand that will materially impact the adopted IAMP, the IAMP will be updated and represented to Council for consideration and adoption.

Council considers on an annual basis the Annual Business Plan and Budget for the next financial year. The review of IAMPs take into account Council's Community Plan and aligned strategies, IAMPs, Long Term Financial Plan and Schedule of Fees and Charges. The IAMP review reflects:

- Movements in and out of the asset categories e.g. sale, disposal or purchase of an asset
- Examines, in depth, Council's various assets by asset class
- Valuations of asset categories, service standards to be maintained and provides estimates to maintain both the asset in a 'fit for purpose' state and the designated service standards
- Council's ability to fund the annual 'consumption' of assets (i.e. depreciation) and that it is managing its assets in a sustainable manner
- Valuations for the asset categories of Infrastructure and Plant and Equipment determined internally and Building and Structures determined by external consultants.

The IAMP should be read in conjunction with the following documents:

- Community Plan 2016 – 2020
- Long Term Financial Plan
- Development Plan
- Annual Business Plan and Budget 2018/2019
- Policy P420 – Procurement and Disposal of Land and Assets
- Policy F175 - Engineering Footways and Crossovers
- Policy F190 – Engineering Footways Paving In City Centre Zone
- Policy R70 Road Pavement – Excavation and Reinstatement of
- Policy C200 – Request for Service and Complaint
- Policy R200 – Community Land (Reserves) Lease/Licence/Rental Arrangements
- Policy R302 Risk Management Framework.



Discussion

Assets provide the foundation on which the Community carries out its everyday activities and they contribute towards the overall quality of life for residents. Due to this we have been improving our AM practices and have prepared an overarching Asset Management Policy to define our approach to AM.

A comprehensive review of the IAMPs by asset category has been undertaken and an Asset Management Summary Plan and supporting Asset Management Plans by category covering the period 2019/2020 to 2028/2029 are attached to this report. Refer Attachments 2 to 7. These IAMPs address the management requirements for Council's assets.

Council's physical assets included in the IAMPs are audited every at least every three years under an inspection regime. This information is captured in Council's electronic mapping system (GIS) and information system Authority. Table 1 provides a summary by asset category, the value and percentage of the total of asset value.

Table1: Asset Class with value and percentage

Asset Class	Value ⁽¹⁾ \$'000	% of total Assets
Land	52,014	21.0
Buildings and Structures	65,493	26.5
Plant and Equipment	5,133	2.0
Roads, Footpaths and Drainage	115,940	47.0
Information Technology and Systems	412	0.2
Caroline Landfill	2,808	1.1
Other ⁽²⁾	5,166	2.26
TOTAL	246,966	100.00

(1) Valuation as at 30 June 2018

(2) Other includes Riddoch collection valued at \$3.4m

For information:

- Asset category - grouping of assets of a similar nature and use (AASB 166.37).
- Asset condition - by understanding the condition of the assets and the various types of distresses that affect them, Council can better plan asset management to the level of service the community expects. Understanding asset condition in the context of affordability and the provision of future intergenerational benefits, also minimises the risk of asset failure. Council acknowledges that the consequences of asset failure(s) will result in loss of service delivery and could also lead to legal liability if Council is found to have acted unreasonably in the management of its assets.
- Whole-of-life costs - are the average costs that are required to sustain service levels over the longest asset life. Whole-of-life costs include operating and maintenance expenditure and asset consumption (depreciation expense).



Table 2: Estimated Consumption for Council's Asset Classes as at 30 June 2018

Asset Class	Depreciation Expenditure \$'000
Buildings and Structures	2,363
Plant and Equipment	701
Roads and Footpaths	2,879
Information Technology and Systems	158
Caroline Landfill	623
Other	280
TOTAL	7,004

The attached IAMPs indicate Council continues to achieve good results with its infrastructure assets and plant and equipment, however buildings and structures still theoretically consume more of the asset annually than is being replaced.

Conclusion

An identified gap and improvement was the documentation of an Asset Management Policy which is recommended to Council for adoption.

IAMPs for the ten year period 2019/2020 to 2028/2029 have been reviewed in line with the Act, Council's Integrated Planning and Budget Framework (refer Attachment 8) and Asset Management Policy. Modelling of the IAMPs for 2019/2020 to 2028/2029 is based on the assumptions documented in the IAMPs.

Council's Annual Business Plan and Budget for 2019/2020 will be based on year one (1) of the adopted IAMPs for 2019/2020 to 2028/2029.

Attachments

[Attachment 1 \(AR19/9952\): Draft Asset Management Policy](#)

[Attachment 2 \(AR19/10400\): City of Mount Gambier Draft Asset Management Plan Summary 2020/2029](#)

[Attachment 3 \(AR19/10422\): City of Mount Gambier Draft Infrastructure \(Roads\) Asset Management Plan 2020/2029](#)

[Attachment 4 \(AR19/10412\): City of Mount Gambier Draft Buildings and Structures Asset Management Plan 2020/2029](#)

[Attachment 5 \(AR19/10430\): City of Mount Gambier Draft Plant and Equipment Asset Management Plan 2020/2029](#)

[Attachment 6 \(AR19/10396\): City of Mount Gambier Draft Caroline Landfill Asset Management Plan 2020/2029](#)

[Attachment 7 \(AR19/10436\): City of Mount Gambier Draft Information Technology and Systems Asset Management Plan 2020/2029](#)

[Attachment 8 \(AR17/32233\(v3\)\): Integrated Planning and Budgeting Framework](#)





Kahli ROLTON
MANAGEMENT ACCOUNTANT



Pamela LEE
GENERAL MANAGER COUNCIL BUSINESS SERVICES

7 March 2019
PL/KR



6. MOTION(S) - With Notice

Nil Submitted

7. URGENT MOTION(S) - Without Notice

Meeting closed at p.m.

AR19/8586



8. REPORT ATTACHMENTS



3. QUESTIONS

3.1. With Notice

Nil submitted.

3.2. Without Notice

Nil submitted.

4. DEPUTATIONS

Nil

5. STRATEGIC STANDING COMMITTEE REPORTS

5.1. ARC Project: Local Government and Housing in the 21st Century - Report No. AR19/4141

COMMITTEE RECOMMENDATION
(a) That Strategic Standing Committee Report No. AR19/4141 titled ' <i>ARC Project: Local Government and Housing in the 21st Century</i> ' as attached be noted.

Moved: Mayor Martin

Seconded: Cr Mezinec

Carried

5.2. Policy Review - D140 - Development Act - Delegations - Report No. AR19/4146

COMMITTEE RECOMMENDATION
(a) That Strategic Standing Committee Report No. AR19/4146 titled ' <i>Policy Review - D140 - Development Act - Delegations</i> ' as attached be noted.
(b) That <i>Council Policy D140 - Development Act - Delegations</i> be reviewed upon the implementation and activation of the relevant parts of the Planning, Development and Infrastructure Act 2016.

Moved: Cr Bruins

Seconded: Cr Mezinec

Carried



5.3. Policy Review - D160 - Development Act - Inspection and Copying of Documents - Report No. AR19/4152

COMMITTEE RECOMMENDATION

- (a) That Strategic Standing Committee Report No. AR19/4152 titled '*Policy Review D160 - Development Act - Inspection and Copying of Documents*' as attached be noted.
- (b) That Council Policy *D160 - Planning - Development Act - Inspection and Copying of Documents* be reviewed upon the implementation and activation of the relevant parts of the Planning, Development and Infrastructure Act 2016.
- (c) That an additional dot point be added to part 3.5 of Council Policy D160 - Development Act - Inspection and Copying of Documents to include photographed.

Moved: Cr Bruins

Seconded: Mayor Martin

Carried

6. MOTION(S) - With Notice

Nil submitted.

7. MOTION(S) - Without Notice

Nil submitted.

Meeting closed at 5:39 p.m.

AR19/5700

CONFIRMED THIS DAY OF 2019.

.....
PRESIDING MEMBER



	F140 FLAG PROTOCOL	Version No:	7
		Issued:	March, 2019
		Next Review:	March, 2021

1. INTRODUCTION

The City of Mount Gambier is responsible for the flying of flags in various public locations in the City.

This role responds to governance responsibilities with respect to recognised National flags, the State Flag of South Australia and the official flag of Council, (Mount Gambier).

2. POLICY OBJECTIVES

This policy identifies the basis upon which flags are flown in public locations in the City including in response to it's governance responsibilities.

3. GOVERNANCE PURPOSES

Flags flown in response to Council's governance responsibilities will be flown in accordance with relevant State and Commonwealth legislation and protocol guidelines in force from time to time.

3.1. Flags may be flown for a governance purpose if they are:

- 3.1.1. the recognised National Flag (pursuant to the Commonwealth Flags Act 1953, including subsequent Proclamations),
- 3.1.2. the South Australian State Flag (State Proclamation 1904),
- 3.1.3. flown in accordance with instructions that may be received from time to time from the State and/or Commonwealth, including for the flying of flags at half mast, or
- 3.1.4. Council's Coat of Arms, or
- 3.1.5. flags approved for this purpose by specific resolution of Council that in the opinion of Council should be displayed on certain occasions.

By way of example Appendix 1 contains a list of days of commemoration for the flying of the Australian National Flag and, where appropriate, other flags.

These days are necessarily separated from these policy provisions as they may be changed from time to time in accordance with the provisions at 3.1.1-3.1.3.

4. DESIGNATED LOCATIONS FOR FLYING FLAGS

4.1. Permanent Locations

Council has responsibility for the permanent flying of flags at the following locations:

Civic Centre, standard arrangement

- Pole 1 (northern pole) - Australian National Flag
- Pole 2 (central pole) - South Australian Flag
- Pole 3 (southern pole) - Mount Gambier Flag

Cave Garden, standard arrangement

- Two poles fronting Watson Terrace
- Pole 1 (northern pole) - Aboriginal Flag
- Pole 2 (southern pole) - Torres Strait Islander Flag

 <p>City of Mount Gambier</p>	<h2>F140 FLAG PROTOCOL</h2>	Version No:	7
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"The Lady Nelson", standard arrangement

Pole 1 (western pole) - Australian National Flag

Pole 2 (central pole) – South Australian Flag

Pole 3 (eastern pole) - Mount Gambier Flag

Federation Arch at Vansittart Park

Australian National Flag flown permanently

Council Depot

Australian National Flag (work days only).

4.2. Memorial Purposes

Flags are flown on Anzac Day and Remembrance Day in accordance with the protocol for these special days at the following locations:.

Vansittart Park War Memorial

Boer War Memorial

4.3. Other Purposes/Locations

Council provides locations for the flying of flags, including those flown in accordance with clauses 3.1.3 and 3.1.5, as follows:

Cave Garden Courtyard

3 x poles used only for special occasions

Old Town Hall Fountain fronting Commercial Street East

1x pole for use by the Mount Gambier and District RSL.

5. COUNCIL CHAMBER STATIC FLAG DISPLAY

Council displays the following flags within the Council Chamber:

Australian National Flag

British Flag (Union Jack)

South Australian Flag

Aboriginal Flag

Torres Strait Islander Flag

Mount Gambier Flag.

6. REVIEW & EVALUATION

This Policy is scheduled for review by Council in March 2021, however, will be reviewed as required by any legislative changes which may occur.

7. AVAILABILITY OF POLICY

This Policy will be available for inspection at Council's principal office during ordinary business hours and on the Council's website www.mountgambier.sa.gov.au. Copies will also be provided to interested members of the community upon request, and upon payment of a fee in accordance with Council's Schedule of Fees and Charges.

	F140 FLAG PROTOCOL	Version No:	7
		Issued:	March, 2019
		Next Review:	March, 2021

File Reference:	AF18/51
Applicable Legislation:	Proclamation 1904 (State) Flags Act 1953 (Cwlth)
Reference:	
Related Policies:	C700 Corporate Branding and Identity
Related Procedures:	
Related Documents:	Australian Flags – Protocols for appropriate use and the flying of the flag (extract) It's an Honour (website)

DOCUMENT DETAILS

Responsibility:	MANAGER EXECUTIVE ADMINISTRATION
Version:	7.0
Last revised date:	19 th March, 2019
Effective date:	19 th March, 2019
Minute reference:	19 th March, 2019
Next review date:	March, 2021
<u>Document History</u>	
First Adopted By Council:	18 th February 1999
Reviewed/Amended:	20 th August 2002, 15 th April 2003, 19 th September 2006, 18 th December 2008, 15 th March 2016, 19 th March 2019

	F140 FLAG PROTOCOL	Version No:	7
		Issued:	March, 2019
		Next Review:	March, 2021

APPENDIX 1

Days of commemoration for the flying of the Australian National Flag and, where appropriate, other flags:

1 January – Anniversary of the establishment of the Commonwealth of Australia

26 January – Australia Day

March, second Monday – Commonwealth Day

21 March – Harmony Day – Harmony Day began in 1999 and celebrates Australia’s success as a diverse society united as one family by a common set of values.

25 April – Anzac Day

9 May – Anniversary of the inauguration of Canberra as the seat of government (Australian Capital Territory only)

27 May to 3 June – National Reconciliation Week – In recognition of 27 May as the anniversary of the 1967 Referendum which successfully removed from the Constitution clauses that discriminated against indigenous Australians and 3 June as the anniversary of the High Court decision in the Eddie Mabo land rights case of 1992.

The Australian Aboriginal Flag and the Torres Strait Islander Flag should be flown on additional flagpoles, where available, next to or near the Australian National Flag on Australian Government buildings and establishments.

If there is only one flagpole available, the Australian Aboriginal Flag and the Torres Strait Islander Flag should not replace the Australian National Flag. If there are two flagpoles available, it is at the discretion of the authority concerned to determine which flag should be flown with the Australian National Flag.

June, second Monday – Celebrated as the Queen’s birthday, except in Western Australia, where it is observed in October.

July, nominated week – NAIDOC Week (originally an acronym for National Aboriginal and Islanders’ Day Observance Committee, the acronym has since become the name of the week) – NAIDOC Week is held every year to celebrate and promote a greater understanding of Aboriginal and Torres Strait Islander peoples and culture.

The Australian Aboriginal Flag and the Torres Strait Islander Flag should be flown on additional flagpoles, where available, next to or near the Australian National Flag on Australian Government buildings and establishments.

If there is only one flagpole available, the Australian Aboriginal Flag and the Torres Strait Islander Flag should not replace the Australian National Flag. If there are two flagpoles available, it is at the discretion of the authority concerned to determine which flag should be flown with the Australian National Flag.

3 September

– Australian National Flag Day - anniversary of our Flag, first flown in 1901.

17 September – Citizenship Day – Citizenship Day was introduced in 2001 and is an opportunity for all Australians to take pride in our citizenship and reflect on the meaning and importance of being Australian.

24 October – United Nations Day – The United Nations Flag, if available, should be flown all day. If only one flagpole is available, the United Nations Flag should be flown, even if that flagpole is ordinarily reserved for the Australian National Flag. If two flagpoles are available, the United Nations Flag should be flown in the pre-eminent position.

11 November – Remembrance Day

Excerpt from the booklet [‘Australian flags – Part 2: The protocols for the appropriate use and the flying of the flag’](#) published on behalf of the Department of the Prime Minister and Cabinet

 <p>City of Mount Gambier</p>	<p>COUNCIL POLICY C305 COUNCIL AND COMMITTEE – CARETAKER POLICY</p>	Version No:	4
		Issued:	June, 2018
		Next Review:	June, 2022

1. POLICY STATEMENT

It is a long established democratic principle that outgoing elected bodies should not use public resources for election campaigning, nor make decisions which may unreasonably, inappropriately, or unnecessarily bind an incoming Council.

This Caretaker Policy affirms Council's commitment to fair and democratic elections, and adherence to this principle. This Policy includes a commitment to comply with the requirements of Section 91A of the *Local Government (Elections) Act 1999*.

2. APPLICATION OF POLICY

This Policy applies to:

- each periodic election of Members of the Council under the *Local Government (Elections) Act 1999*; and
- each general election¹. of Members of the Council held pursuant to a proclamation or notice under the *Local Government Act 1999*.

This Policy does not apply to:

- supplementary elections.

In this Policy:

- All references to 'Council Members' should be read as including the Mayor and the Deputy Mayor; and
- All references to the Chief Executive Officer should be read as including an Acting Chief Executive Officer and his/her delegate.

3. OUTLINE

This Policy applies during an '*election period*' of Council to cover:

- (a) designated decisions as defined in the *Local Government (Elections) Act 1999* that are made by Council; and
- (b) use of Council resources, including:
 - materials published by Council;
 - attendance and participation at functions and events;
 - access to Council information;
 - media services issues; and
 - responsibilities of Council employees;

This Policy applies to both the elected Council (Council Members) and to employees and captures all 'designated decisions' of Council, a committee of Council, or a delegate of the Council – refer to Clause 6.2.

¹ Section 91A (1) of the *Local Government (Elections) Act 1999* states that the caretaker policy applies during the 'election period' for a 'general election'. General elections are defined in the *Local Government Act 1999* to mean a periodic election held under section 5 of the *Local Government (Elections) Act 1999*, or an election pursuant to a proclamation or notice under the *Local Government Act 1999*. [In the case of an election pursuant to a notice under section 56 of the *Local Government Act 1999*, the specific provisions of section 57 will apply.]

The Policy does not apply to supplementary elections.

 City of Mount Gambier	COUNCIL POLICY C305 COUNCIL AND COMMITTEE – CARETAKER POLICY	Version No:	4
		Issued:	June, 2018
		Next Review:	June, 2022

This Policy forms part of (and is to be read in conjunction with) the prescribed Code of Conduct for Council Members and Code of Conduct for Employees in accordance with section 91A(7) of the *Local Government (Elections) Act 1999*.

4. 'ELECTION PERIOD'

During an 'election period', Council must assume a 'Caretaker mode', which means that it:

- must avoid designated decisions which are prohibited by section 91A of the *Local Government (Elections) Act 1999* (refer clause 6.2);

An '**election period**':

- commences** on the day that nominations open for the election so that the Caretaker Policy applies to all Council Members whilst they consider nominating for re-election; and
- terminates** at the 'conclusion of the election' (as defined at Section 4(2) of the *Local Government Act 1999*) for the relevant periodic or general election being the time at which the last result of the election is certified by the returning officer.

5. PURPOSE

During a Local Government 'election period', Council will assume a 'Caretaker mode', and will avoid actions and decisions which could be perceived as intended to affect the results of an election or otherwise to have a significant impact on or unnecessarily bind the incoming Council.

The purpose of this Policy is to clearly set the parameters that Council will operate within during a Caretaker period. Caretaker provisions are required pursuant to section 91A of the *Local Government (Elections) Act 1999* and are generally regarded as necessary for the promotion of transparent and accountable government during an 'election period'.

6. SIGNIFICANT DECISIONS

6.1 Scope

This clause applies to decisions of Council, a committee of Council, or a delegate of Council, including the Chief Executive Officer.

6.2 'Designated decisions' prohibited by the Local Government (Elections) Act 1999

The following table outlines those designated decisions which are expressly prohibited by section 91A of the *Local Government (Elections) Act 1999*.

Designated Decisions	
(a)	A decision relating to the employment or remuneration of the Chief Executive Officer, (other than a decision to appoint an acting Chief Executive Officer) other than a decision of a kind excluded from the definition of "designated decision" by Regulation.

 City of Mount Gambier	COUNCIL POLICY C305 COUNCIL AND COMMITTEE – CARETAKER POLICY	Version No:	4
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(b)	A decision to terminate the appointment of the Chief Executive Officer
(c)	<p>A decision to enter into a contract, arrangement or understanding (other than a prescribed contract) the total value of which exceeds whichever is the greater of \$100 000 or 1% of the Council's revenue from rates in the preceding financial year, other than a decision of a kind excluded from the definition of "designated decision" by Regulation.</p> <p>A "prescribed contract" means a contract entered into by the Council for the purpose of undertaking road construction or road maintenance or drainage works.</p>
(d)	A decision allowing the use of Council resources for the advantage of a particular candidate or group of candidates (other than a decision that allows the equal use of Council resources by all candidates for election), other than a decision of a kind excluded from the definition of "designated decision" by Regulation.

Council notes that the *Local Government (Elections) Act 1999* stipulates that any designated decision made by Council during the 'election period' without an exemption from the Minister is invalid. Furthermore, it also notes that Council is liable to pay compensation to any person who suffers loss or damage as a result of acting in good faith in reliance on such an invalid designated decision.

Council, if faced with extraordinary circumstances, may apply in writing to the Minister for an exemption. Council further notes that if the Minister chooses to grant an exemption it may be subject to any conditions or limitations that the Minister considers appropriate.

6.3 Exemptions to 'Designated decisions' under the *Local Government (Elections) Regulations 2010*

The *Local Government (Elections) Regulations 2010* were gazetted and came into effect on 27 August 2010. Regulation 12 exempts a number of key decisions from the definition of a 'designated decision' which will assist Councils' on-going operations during the election 'caretaker' period. It provides that for the purposes of section 91A of the *Local Government (Elections) Act 1999*, the following types of decisions are excluded from the definition of 'designated decision', if the decision:

- relates to the carrying out of works in response to an emergency or disaster within the meaning of the *Emergency Management Act 2004*, or under section 298 of the *Local Government Act 1999*; or
- is an expenditure or other decision required to be taken under an agreement by which funding is provided to the Council by the Commonwealth Government or State Government or otherwise for the council to be eligible for funding from the Commonwealth Government or State Government; or
- relates to the employment of a particular Council employee (other than the chief executive officer); or

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- is made in the conduct of negotiations relating to the employment of Council employees generally, or a class of Council employees, if provision has been made for funds relating to such negotiations in the budget of Council for the relevant financial year and the negotiations commenced prior to the election period; or
- relates to a Community Wastewater Management Systems scheme that has, prior to the election period, been approved by Council; or
- if the decision is for the suspension of the Chief Executive Officer for serious and wilful misconduct.

6.4 Scheduling consideration of designated decisions

The Chief Executive Officer must ensure that 'designated decisions' are not scheduled for consideration during the 'election period'.

6.5 Decisions made prior to an 'election period'

This Policy applies to actual decisions made during an 'election period', not the announcement of decisions made prior to the 'election period'.

6.6 Other significant decisions which are prohibited by operation of this Policy

Prohibited Decision	Notes
Any major policy or other decisions which will significantly affect the Council area or community or will inappropriately bind the incoming Council	This is an internal requirement of Council

So far as is reasonably practicable, the Chief Executive Officer should avoid scheduling significant decisions (including major policy decisions) for consideration during an 'election period' and, instead, ensure that such decisions:

- (a) are considered by Council prior to the 'election period'; or
- (b) are scheduled for determination by the incoming Council.

In the context of this Policy, a 'major policy' decision includes any decision:

- to spend unbudgeted monies;
- to conduct unplanned public consultation;
- to endorse a new policy;
- to dispose of Council land;
- to approve community grants;
- to progress any matter which has been identified as an election issue; and
- any other issue that is considered a major policy decision by the Chief Executive Officer,

that is not a 'designated decision'.

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6.7 Role of the Chief Executive Officer

The determination as to whether any Policy decision is major or any other decision is significant will be made by the Chief Executive Officer, after consultation with the Mayor.

6.8 Considerations for urgent decisions

Where the Chief Executive Officer has determined that a decision is a major policy decision or is otherwise significant and therefore is covered by 6.6 above, and circumstances arise that require the decision to be made during the election period, Council will consider the matter and determine whether to make the decision.

The report to Council will address the following issues, where relevant:

- (a) Why the matter is considered 'significant';
- (b) Why the matter is considered urgent;
- (c) What are the financial and other consequences of postponing the matter until after the election, both on the current Council and the incoming Council;
- (d) Whether deciding the matter will significantly limit the policy choices of the incoming Council;
- (e) Whether the matter requires the expenditure of unbudgeted funds;
- (f) Whether the matter is the completion of an activity already commenced and previously endorsed by Council;
- (g) Whether the matter requires community engagement;
- (h) Any relevant statutory obligations or timeframes; and
- (i) Whether dealing with the matter in the 'election period' is in the best interests of the Council area and community.

The aim of the report is to assist Council Members assess whether the decision should be deferred as a decision for the incoming Council.

7. USE OF COUNCIL RESOURCES

Council notes that Section 91A(8)(d) of the *Local Government (Elections) Act 1999* requires Council to prohibit the use of Council resources for the advantage of a particular candidate or group of candidates. This includes a candidate or candidates who are currently elected Members of Council.

Council resources cover a wide range of personnel, goods, services, information and opportunities and may include:

- materials published by Council;
- attendance and participation at functions and events;
- access to Council information; and
- media services issues.

Council Members and employees will ensure that due propriety is observed in the use of Council resources and must exercise appropriate judgement in this regard.

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Council resources, including employees, support employees, hospitality services, equipment and stationery must be used exclusively for normal Council business during an 'election period' and, must not be used in connection with an election other than uses strictly relating to the election process.

7.1 Council Publications During an 'Election Period'

7.1.1 Prohibition on publishing certain materials during an 'election period'

Subject to the operation of Section 12(b) of the *Local Government (Elections) Act 1999* Council must not:

- (a) print, publish or distribute; or
- (b) cause, permit or authorise others to print, publish or distribute on behalf of Council,

any advertisement, handbill, pamphlet or notice that contains 'electoral material' during an 'election period'.

For the purposes of this Policy 'electoral material' means material which is calculated (i.e. intended or likely) to affect the result of an election. However, it does not include any materials produced by Council relating to the election process by way of information, education or publicity, or materials produced by or on behalf of the returning officer for the purposes of conducting an election.

This Policy does not prevent publications by Council which merely announce the holding of an election or relate only to the election process itself for the purposes of Section 12(b) of the *Local Government (Elections) Act 1999* or otherwise. Council may provide information, education and publicity designed to promote public participation in the electoral processes for its area, and to inform potential voters about the candidates who are standing for election in its area. It will not publish material that refers to, or comments on, an issue submitted to or is otherwise before voters in connection with the election.

Council Members are, however, permitted to publish campaign material on their own behalf, but cannot assert for that material to be originating from, or authorised by, Council (e.g. by the use of Council logos).

NOTE: 'Publication' means any type of publication, including but not limited to leaflets, newspapers, posters, email, website, radio etc.

7.1.2 Council website

During an 'election period', new material which is prohibited by this Policy will not be placed on the Council website. Any information which refers to the election will only relate to the election process by way of information, education or publicity. Information about Council Members will be restricted to names, contact details, titles, membership of committees and other bodies to which they have been appointed by the Council.

The Council's website will include an express link or reference to the Local Government Association publication of candidate profiles and electoral statements for the purposes of section 19A of the *Local Government (Elections) Act 1999*.

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7.1.3 Other Council publications

Insofar as any Council publications, such as the Annual Report, are required to be published during an 'election period', the content contained within them regarding Council Members will be restricted to that strictly required by the *Local Government Act 1999* and Regulations.

Council publications produced before an 'election period' containing material which might be construed as electoral material will not be circulated or displayed during the 'election period'. However, they may be made available to members of the public on request.

7.2 Attendance at Events and Functions during an 'Election Period'

In this clause, reference to events and functions means gatherings involving external stakeholders to discuss, review, acknowledge, communicate, celebrate or promote a program, strategy or issue which is of relevance to Council and its community and may take the form of conferences, workshops, forums, launches, promotional activities, and social occasions such as dinners, receptions and balls.

7.2.1 Events staged by external bodies

Council Members may continue to attend events and functions staged by external bodies during an 'election period'. This includes but is not limited to LGA and regional LGA meetings, including the LGA Annual General Meeting held in October.

7.2.2 Council events and functions

Council organised events and functions held during the 'election period' will be reduced to only those essential to the operation of Council.

7.2.3 Addresses by Council Members

Council Members must not give speeches or keynote addresses at Council organised or sponsored events and functions during an 'election period'.

Council Members may, however, make short welcome speeches at Council organised or sponsored events and functions during an 'election period'.

7.2.4 Publication of promotional material

In preparing any material concerning a Council organised or sponsored function or event which will be published or distributed during the 'election period', such preparation will be consistent with Clause 7.1 of this policy.

7.3 Access to Council Information

Council Members continue during an 'election period' to have a statutory right to access Council information relevant to the performance of their functions as a Council Member. This right should be exercised with caution and limited to matters that Council is dealing with within the objectives and intent of this Policy. Any Council information so accessed that is not publicly available must not be used for election purposes.

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All candidates (including those that are Council Members) have equal rights of access to public information relevant to their election campaigns from the Council administration. Neither Council Members nor candidates will be provided with information or advice from Council employees that might be perceived to support an election campaign, and there shall be transparency in the provision of all information and advice during an 'election period'.

7.3.1 Information and briefing material

Information and briefing material prepared or secured by employees for a Council Member during an 'election period' must be necessary to the carrying out of the Council Member's role and, where appropriate, provided to any candidate seeking the same information. Queries by employees regarding the provision of information will be directed to the Chief Executive Officer in the first instance.

7.4 Media Service

Council's media and communication services are directly managed by or under the supervision of the Chief Executive Officer, are provided solely to promote Council activities or initiatives and must not be used in any manner that might favour a candidate during an 'election period'.

7.4.1 Media advice

Any request for media and communication advice or assistance from Council Members during an 'election period' will be referred to the Chief Executive Officer. No media or communication advice will be provided in relation to election issues or in regard to publicity that involves specific Council Members.

7.4.2 Media releases / spokespersons

Media releases will not refer to specific Council Members. Where it is necessary to identify a spokesperson in relation to an issue, the Chief Executive Officer will generally be the appropriate person.

7.4.3 Publicity campaigns

During the 'election period', publicity campaigns, other than for the purpose of conducting the election in accordance with the requirements of Section 12(b) of the *Local Government (Elections) Act 1999*, will be avoided wherever possible. Where a publicity campaign is deemed necessary for a Council activity, it must be approved by the Chief Executive Officer.

In any event, Council publicity during an 'election period' will be restricted to communicating normal Council activities and initiatives without any variation in form or size.

7.4.4 Council Members

Council Members will not use their position as an elected representative or their access to Council employees and other Council resources to gain media attention in support of an election campaign.

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7.4.5 Council employees

During an 'election period', no Council employee may make any public statement that relates to an election issue unless such statements have been approved by the Chief Executive Officer.

7.5 Council Employees Responsibilities During and Election Period

Prior to any election period, the Chief Executive Officer will ensure that all employees of Council are advised in relation to the application of this Caretaker Policy.

7.5.1 Correspondence

All correspondence addressed to Council Members will be answered by the Chief Executive Officer during the election period.

7.5.2 Activities that may affect voting

- (a) Council employees must not undertake an activity that may affect voting in the election, except where the activity relates to the election process and is authorised by the Chief Executive Officer;
- (b) Council employees must not authorise, use or allocate a Council resource for any purpose which may influence voting in the election, except where it only relates to the election process and is authorised by the Chief Executive Officer; and
- (c) Council employees must not assist Council Members in ways that are or could create a perception that they are being used for electoral purposes. In any circumstances where the use of Council resources might be construed as being related to a candidate's election campaign, the incident must be reported to and advice sought from the Chief Executive Officer.

7.6 Equity in Assistance to Candidates

Council confirms that all candidates for the Council election will be treated equally.

7.6.1 Candidate assistance and advice

Any assistance and advice provided to candidates as part of the conduct of the Council elections will be provided equally to all candidates. The types of assistance that are available will be documented and communicated to candidates in advance.

7.6.2 Election process enquiries

All election process enquiries from candidates, whether current Council Members or not, are to be directed to the Returning Officer or, where the matter is outside of the responsibilities of the Returning Officer, to the Chief Executive Officer (or nominee).

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7.6.3 Expenses incurred by Council Members

Payment or reimbursement of costs relating to Council Members out-of-pocket expenses incurred during an 'election period' will only apply to necessary costs that have been incurred in the performance of normal Council duties. No reimbursements will be provided for campaigning, or for expenses that could be perceived as supporting or being connected with a candidate's election campaign.

7.6.4 Council branding and stationery

No Council logos, letterheads, or other Council branding or Council resources or facilities may be used for, or linked in any way with, a candidate's election campaign.

7.6.5 Support employees to Council Members

Council employees who provide support to Council Members must not be asked to undertake any tasks connected directly or indirectly with an election campaign for a Council Member.

7.6.6 Equipment and facilities

Equipment and facilities provided to Council Members for the purpose of conducting normal Council business must not be used for campaigning purposes.

7.7 Public Consultation during an 'Election Period'

7.7.1 Prohibition

It is prohibited under this Policy for discretionary public consultation to be undertaken during the 'election period' on an issue which is contentious unless Council specifically resolves otherwise.

For the purpose of this provision, discretionary public consultation means consultation which is not legislatively mandated and is a process which involves an invitation or invitations to individuals, groups or organisations or the community generally to comment on an issue, proposed action or proposed policy.

This Policy does not prevent any mandatory public consultation required by the *Local Government Act 1999* or any other Act which is required to be undertaken to enable the Council to fulfil its functions in relation to any matter or decisions which are not prohibited by law or by this Policy.

7.7.2 Approval for public consultation

Where public consultation is approved to occur during an 'election period', the results of that consultation will not be reported to Council until after the 'election period', except where it is necessary for the performance of functions as set out at clause 7.7.1 above.

7.7.3 Community meetings

Community meetings will not be held during an 'election period'.

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8. HANDLING CODE OF CONDUCT COMPLAINTS DURING AN ELECTION PERIOD

Any complaint against a Council Member who is also a candidate for re-election made under the Code of Conduct for Council Members during an 'election period' will not be heard or determined by the Council during that period.

The Chief Executive Officer, upon receiving a complaint against a Council Member, who is also a candidate for re-election about conduct specifically in relation to this Policy (considered part of the Code of Conduct for Council Members), will refer the complaint to the independent Local Government Governance Panel established by the Local Government Association for assessment and investigation.

If the complaint is, in the opinion of the Chairperson of the Governance Panel, not so serious as to warrant urgent determination, consideration of the complaint must be deferred until after the 'election period'.

If the Council Member against whom the complaint is made is not returned to office after the election, the complaint will lapse.

An example of a serious complaint which would warrant urgent determination is where a complaint of a deliberate and wilful breach of this Policy is made, and is supported by sufficient evidence for the Chairperson of the Governance Panel to be satisfied that the conduct of the Council Member was not an honest or innocent mistake.

Where a complaint is made against a Council Member for a breach of this Policy and is deferred until after the 'election period', the Chief Executive Officer will remind the Council Member of the content of this Policy and will provide them with a copy of it.

Council recognises that the Electoral Commissioner has the role of investigating any alleged breach of the *Local Government (Election) Act 1999*, including alleged illegal practices.

9. COUNCIL ENDORSEMENT

This Policy was first adopted by resolution of the Council on Tuesday 20th April, 2010.

10. REVIEW & EVALUATION

This Policy is scheduled for review by Council in June 2022.

Any future review, amendment or alteration (other than minor) to this Policy or a substitution of a new Policy will be subject to public consultation in accordance with Councils Public Consultation Policy.

11. AVAILABILITY OF POLICY

This Policy will be available for inspection at Council's principal office during ordinary business hours and on the Council's website www.mountgambier.sa.gov.au. Copies will also be provided to interested members of the community upon request, and upon payment of a fee in accordance with Council's Schedule of Fees and Charges.


(Version 4.0 minor alterations 19th June, 2018).

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File Reference:	AF18/51
Applicable Legislation:	Local Government (Elections) Act 1999 Local Government (Elections) Regulations 2010 Local Government Act 1999 <ul style="list-style-type: none"> • Code of Conduct for Council Members • Code of Conduct for Council Employees
Reference: Strategic Plan – Beyond 2015	Goal 5, Strategic Objective 5
Related Policies:	E105 Elections – Supplementary Elections M130 Media – Statements on behalf of Council M265 Members – Complaint Handling
Related Procedures:	
Related Documents:	

DOCUMENT DETAILS

Responsibility:	Manager Executive Administration
Version:	4.0
Last revised date:	19 th June, 2018
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 <p>City of Mount Gambier</p>	M240 MEMBERS - ACCESS TO INFORMATION	Version No:	2
		Issued:	19 September 2017
		Next Review:	September 2019

1. INTRODUCTION

This document sets out the policy of the City of Mount Gambier ("Council"). Council Members require access to certain information in order to perform their functions and duties, in particular to assist them in making informed decisions. The Local Government Act 1999 (the LG Act) provides the legislative basis for this access.

This Policy seeks to facilitate appropriate access by Council Members to relevant documents and other information held by Council.

2. POLICY OBJECTIVES

The objectives of this Policy are:


- to promote the accessibility of information to Council Members
- to balance the important considerations of access to information by Council Members, and the need to carefully manage sensitive, personal, private and confidential information, the public availability of which may cause detriment to the Council, the community or another party; and
- to facilitate informed decision making in an environment of mutual trust and respect for the respective functions, roles and responsibilities of Council Members and employees.

3. LEGISLATION

The Local Government Act details members access to information as:

Section 61 - Access to information by members of councils

- (1) A member of a council is entitled at any reasonable time, in connection with the performance or discharge of the functions or duties of the member (whether under this or another Act), without charge, to have access to any relevant council document, including (but not limited to):
 - (a) a copy of a written contract entered into by the council, or a copy of a document relating to a contract that is proposed to be entered into by the council;
 - (b) accounting records kept by the council;
 - (c) financial statements and other documents prepared by the council under Chapter 8.
- (2) A request for access to a document under subsection (1) should be directed to the chief executive officer, or another officer specified by the chief executive officer for the purposes of this section.
- (3) The chief executive officer or another officer providing access to a document under subsection (1) may indicate to the member that information contained in the document is, or should be considered as, confidential.

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4. POLICY

In general, a Council Member will be provided access to all documents held by Council unless they are irrelevant to the Member's function or duties.

Council Members will not be granted access to documents regarding the personal affairs of Council employees, except for the Register of Interests that is required to be maintained under Section 116 of the LG Act and be made available for Council Members' inspection upon request (LG Act, Section 118).

5. PROCEDURES

A request for access to a Council document under Section 61 of the LG Act may be directed in the first instance to the Chief Executive. The request may be made in person, by phone or in writing, eg by email. The request should identify the document/s being sought with enough detail for the document/s to be identified and retrieved, and state the reason(s) for the request.

5.1 Consideration of Request

Unless there is a clear reason to the contrary, a Council Member will be provided access to the document/s if they are held by Council. Where access to a document is not provided, the reason is to be provided to the Council Member in writing by the Chief Executive Officer.

5.2 Provision of Access to Documents


The form of access to the document/s will be negotiated with the Council Member to accommodate the particular needs of the Member and administrative efficiency.

Where the document is publicly available, eg posted on Council's website, the Member may be provided with a hard copy or sent a link to the relevant page on the website.

Where access is granted to a document that is not publicly available and there is no sensitivity to the document, a copy of the document will be provided to the Member in an agreed form.

Where the document is assessed by the Chief Executive Officer to be of wider interest, the advice (and the document/detail the subject of the specific enquiry) will be sent to all Council Members, for information.

Where there is a degree of sensitivity or there are other reasons to restrict distribution of the document/s (eg if the documents contain legal advice, confidential information or internal corporate information) access may be limited to 'view only' access at a mutually convenient time at the Council Office. Email advice confirming the 'view only' access arrangements will be sent to the Member. A Council Member may seek to have the decision to only grant 'view only' access reviewed by the Mayor. Where the document may be of wider interest, a copy of the advice (and the specific details) will be sent to all Council Members.

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6. MEETING PROCEDURE REGULATION 19

Meeting Procedure Regulation 19 has the effect of requiring the ‘tabling’ of a document before a vote of the Council or Committee on a matter related to that document. The determination of the application of Meeting Procedure Regulation 19 is the responsibility of the Presiding Member at the meeting, if necessary advised by the Chief Executive Officer. Where the Presiding Member refuses to require a document to be ‘tabled’, the refusal and the reasons for the refusal are to be recorded in the minutes of the meeting. The determination of the Presiding Member in relation to Meeting Procedure Regulation 19 may be changed by resolution of the relevant meeting.

7. REQUESTS FOR OTHER INFORMATION

Where the information being sought is not in the form of existing Council document/s, and the request requires more than a simple response, the Chief Executive Officer will determine how the material being the subject of the information requested will be presented. This may include but go beyond a formal report to Council, an informal report to all Councillors or an information session for Councillors.

8. OTHER ISSUES

This Policy does not limit the rights of a Council Member to use the Questions on Notice (Reg 10) or the Notice of Motion (Reg 13) provisions of the Local Government (Procedures at Meetings) Regulations 2000 to seek answers to questions or to request that a report be prepared on certain issues.


Nor does this Policy restrict a Council Member from exercising their rights as a citizen to use the provisions of the Freedom of Information Act 1991 to seek access to certain documents held by Council.

9. REVIEW & EVALUATION

This Policy is scheduled for review by Council in September 2019, however, will be reviewed as required by any legislative changes which may occur.

10. AVAILABILITY OF POLICY


This Policy will be available for inspection at Council’s principal office during ordinary business hours and on the Council’s website www.mountgambier.sa.gov.au. Copies will also be provided to interested members of the community upon request, and upon payment of a fee in accordance with Council’s Schedule of Fees and Charges.

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		Issued:	19 September 2017
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File Reference:	AF11/1740
Applicable Legislation:	Local Government Act 1999
Reference: Strategic Plan – Beyond 2015	Goal 3 Strategic Objective 10
Related Policies:	<ul style="list-style-type: none"> • Code of Conduct for Elected Members • Fraud and Corruption Prevention Policy • Whistleblowers Protection Policy • Computer Use Policy
Related Procedures:	<ul style="list-style-type: none"> • Internal Review of Councils Decision Procedure
Related Documents:	N/A

DOCUMENT DETAILS

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 City of Mount Gambier	M405 Members Allowances and Benefits	Version No:	3.0
		Issued:	December 2018
		Next Review:	December 2022

1. INTRODUCTION

The City of Mount Gambier will ensure that the payment of Council Members' allowances, the reimbursement of expenses and the provision of benefits by the Council is accountable and transparent and in accordance with the *Local Government Act 1999* ("the LG Act") and the *Local Government (Members Allowances and Benefits) Regulations 2010* ("the Regulations").

This Policy sets out the provisions of the LG Act and Regulations in respect of Council Member allowances, expenses and support. This Policy is also provided in accordance with Section 77(1)(b) of the LG Act by specifying the types of expenses that will be reimbursed without the need for specific approval of Council every time a claim is made.

Council Members are paid an allowance for performing and discharging their functions and duties on Council. Section 59 of the LG Act provides (in part) that the role of a Council Member, as a member of the governing body of the Council, is to:

- Participate in the deliberations and civic activities of the Council;
- Keep the Council's objectives and policies under review to ensure that they are appropriate and effective; and
- Keep the Council's resource allocation, expenditure and activities, and the efficiency and effectiveness of its service delivery, under review.

This Policy also explains the information that must be recorded within the Council's Register of Allowances and Benefits to ensure compliance with section 79 of the LG Act.

This Policy, in its entirety, will automatically lapse at the next general election of this Council.


2. POLICY OBJECTIVE

To ensure Council Member allowances, the reimbursement of expenses and the provision of benefits, facilities and support by the Council are compliant with the *Local Government Act 1999* and *Local Government (Members Allowances and Benefits) Regulations 2010*.

3. POLICY PRINCIPLES

This policy is underpinned by the following principles:

- Council Members should not be out-of-pocket as a result of performing and discharging their Council functions and duties.
- To assist Council Members in performing or discharging their official functions and duties they are entitled to be provided with a range of necessary facilities and support and to be reimbursed for expenses as specified in this policy.
- Any reimbursements claimed by Council Members must be for expenses actually and necessarily incurred in performing and discharging their official Council functions and duties, which will be assessed according to the role of a Council Member under the LG Act.
- Council encourages continued professional training and development for Council Members. This is seen as being necessary in terms of good governance and to the improved performance of their functions and duties.
- The accountability of the Council to its community for the use of public monies.

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4. SCOPE AND RESPONSIBILITIES

This Policy applies to all Council Members, who each have an obligation to abide by this Policy.

The Council's Chief Executive Officer has the duty to:

- Maintain the Register of Allowances and Benefits;
- Implement Consumer Price Index ('CPI') adjustment of allowances paid to Council Members (to be adjusted on the first, second and third anniversaries of the relevant periodic elections to reflect changes in the CPI under the scheme prescribed by the Regulations); and
- Ensure copies of this Policy are available for inspection by the public at the principal office of the Council.

In addition, the Chief Executive Officer is responsible for:

- Implementing and monitoring expense reimbursement procedures in accordance with the LG Act, the Regulations this Policy and any associated procedure; and
- Ensuring a copy of this Policy is provided to all Council Members.

5. ALLOWANCES

Council Member allowances are determined by the Remuneration Tribunal on a four (4) yearly basis before the designated day in relation to each set of periodic elections held under the *Local Government (Elections) Act 1999*.


An allowance determined by the Remuneration Tribunal will take effect from the first ordinary meeting of the Council held after the conclusion of the relevant periodic election. Council Member allowances are to be adjusted on the first, second and third anniversaries of the relevant periodic elections to reflect changes in the Consumer Price Index ("CPI") under a scheme prescribed by the Regulations.

In accordance with Regulation 4 of the Regulations, (and for the purposes of section 76 of the LG Act), an allowance may be paid in installments up to three (3) months in advance or three (3) months in arrears of each month in respect of which an installment is payable.

The annual allowance for a Council Member is determined according to the relevant Council group. There are six Council Groups which are each explained within the determination of the Remuneration Tribunal. The annual allowance for:

- Principal members, is equal to four (4) times the annual allowances for Council Members of that council;
- Deputy mayor or deputy chairperson or a Council Member who is the presiding member of one or more prescribed committees is equal to one and a quarter (1.25) times the annual allowances for Council Members of that Council;

An additional allowance in the form of a sitting fee is also payable for Councillors who are presiding members of other committees (who are not deputy mayors, deputy chairpersons or presiding members of prescribed committees).

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The determination applicable for the City of Mount Gambier from November 2018 is as follows:

Council: Group 2 classification (out of 5 Groups)
Group 2: Base \$17,270.00

	Per Annum
Mayoral Allowance	4 times \$17,270.00 = \$69,080.00
Deputy Mayoral Allowance	1.25 times \$17,270.00 = \$21,587.50
Presiding Member prescribed committees	As for Deputy Mayoral Allowance
Council Members	\$17,270
Presiding Member of other committees (refer above)	\$170 per meeting to a maximum \$1,020.00 per annum

All allowances are paid by electronic funds transfer (EFT) in the first five (5) business days of each calendar month 2 weeks in advance/2 weeks in arrears. Allowances in the form of a sitting fee for presiding members of other committees will be paid per calendar quarter in arrears (i.e. as at end of March, June, September and December).

NOTE: A member of a Council who holds office for part only of the period in respect of which an allowance is payable is entitled to the proportion (pro rata) of the allowance that the period for which the member held the office bears to the total period (section 76(11) of the LG Act).

An allowance under this section is to be paid in accordance with any requirement set out in the Regulations (unless the member declines to accept payment of an allowance section 76(12) of the LG Act).

Allowances - Payments When Acting in a Higher Office

Where a vacancy or absence occurs in a position of Mayor, Deputy Mayor or Presiding Member and Council formally resolves that another Council Member is to formally act in the position until the vacancy is filled or the absence concludes then Council will pay the higher prescribed allowance to the Member for the acting period where the acting to fill the vacancy or absence is for a minimum of two (2) months.


6. MANDATORY REIMBURSEMENTS - Mandatory

6.1. Travel - Section 77(1)(a)

Council Members are entitled to receive reimbursement for travelling expenses actually and necessarily incurred by the Council Member for travel within the Council area and associated with attendance at a “prescribed meeting” (section 77(1)(a) of the LG Act).

A “prescribed meeting” is defined under the Regulations to mean a meeting of the Council or Council committee, or an informal gathering, discussion, workshop, briefing, training course or similar activity which is directly or closely related to the performance or discharge of the roles or duties of the member:

- o Reimbursement for travel expenses is restricted to ‘eligible journeys’ (as defined in Regulation 3) provided the journey is by the shortest or most practicable route and to that part of the journey within the Council area i.e. any travelling outside the Council area in order to attend Council or Council committee meetings is not reimbursable under section 77(1)(a) of the LG Act. For reimbursement for travel outside the Council area refer to “Prescribed and Approved Reimbursements” below.

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- An 'eligible' journey means a journey (in either direction) between the principal place of residence, or a place of work, of a Council Member, and the place of a prescribed meeting.
- Where a Council Member travels by private motor vehicle, the rate of reimbursement is at a rate equal to the appropriate rate per kilometre (determined according to the engine capacity of the vehicle) as per the Australian Taxation Office (ATO) cents per kilometre method.
- Travelling by taxi, bus or other means of public transport is reimbursed on the basis of expenses 'actually and necessarily incurred', but is still limited to 'eligible journeys' by the shortest or most practicable route and to the part of the journey that is within the Council area.
- The Council may aggregate claims for reimbursement of expenses that relate to journeys that do not exceed 20 kilometres and then pay them on either a quarterly or monthly basis.

6.2. Child/Dependant Care - Section 77(1)(a)

Council Members are entitled to reimbursement for child/dependent care expenses actually or necessarily incurred by the Council Member as a consequence of the Council Member's attendance at a prescribed meeting. Child/dependent care is not reimbursed if the care is provided by a person who ordinarily resides with the Council Member.

To receive reimbursement for such prescribed expenses (travel and child/dependent care) each Council Member is required to complete a **Form 1** and submit it to the Chief Executive Officer. For the purposes of administrative efficiency Council Members are requested to submit these forms on a calendar quarterly basis (i.e. as at the end of March, June, September and December).

7. PRESCRIBED AND APPROVED REIMBURSEMENTS (Section 77(1)(b)) - Discretionary

There are additional prescribed expenses incurred by Council Members, that can be reimbursed by the Council that do not fall within the category of mandatory reimbursement outlined above.


Section 77(1)(b) of the LG Act provides that the Council (meaning the Council as the governing body) may approve the reimbursement of additional expenses as set out in the Regulations incurred by Council Members, either on a case-by-case basis or under a policy adopted by Council. This Policy sets out the types of approved expenses that may be reimbursed.

These additional types of reimbursed expenses are distinguished from the payment of allowances and from the mandatory reimbursement of travel and child/dependent care expenses associated with attendance at a prescribed meeting. Section 6 of the Regulations sets out the types of discretionary additional expenses that may be reimbursed under Section 77(1)(b) of the Act with the approval of the Council. These are:

7.1. Travelling Expenses (Outside the Council Area)

Council Members will be entitled to receive reimbursement for expenses incurred when required to travel to a function or activity on Council business that the Council Member has been authorised or directed to attend on behalf of Council. The following conditions apply to these expenses:

- Travel both within and outside the Council area must be incurred by the Council Member as a consequence of attendance at a function or activity on the business of Council. A 'function or activity on the business of the Council' includes official Council functions including Mayoral/Chairperson receptions, opening ceremonies, dinners, citizenship ceremonies and official visits etc.; inspection of sites within the Council area which relate to Council or Committee agenda items; meetings of community groups and organisations as a Council representative – but not to attend meetings of community groups or organisations when fulfilling the role as a member of the Board of any such community group or organisation;

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- Reimbursement is restricted to the shortest or most practicable route;
- Where a Council Member travels by private motor vehicle, the rate of reimbursement is at a rate equal to the appropriate rate per kilometre (determined according to the engine capacity of the vehicle) as per the ATO cents per kilometre method;
- Car parking fees will be reimbursed (where they are a consequence of a Council Member attending a function or activity on the business of the Council); and
- Travel by taxi, bus, plane or other means of public transport will be reimbursed on the basis of being expenses where they are 'actually and necessarily' incurred as a consequence of the Member's attendance at a function or activity on the business of the Council however such travel must still be by the shortest or most practicable route.

7.2. Care Expenses

Council Members will be entitled to receive reimbursement for reasonable expenses actually and necessarily incurred for the care of a child of a Council Member or a dependent of the Council Member requiring full time care as a consequence of the Council Member's attendance at a function or activity on the business of the Council (other than expenses for which the Member is reimbursed under section 77 (1)(a) of the LG Act).

The following conditions apply to discretionary care expenses:

- Care expenses will not be reimbursed if the care is provided by a person who ordinarily resides with the Member.
- Re-imbusement of discretionary care expenses pursuant to Section 77(1)(b) will be limited to the following annual values:
 - Mayor - \$4,000
 - All Other Members - \$500 (per Member)

Other Expenses

Council Member's will be entitled to receive reimbursement for reasonable expenses actually and necessarily incurred as a consequence of the Elected Member's attendance at a conference, seminar, training course or other similar activity that is directly related to the performance or discharge of the roles or duties of the Member.


Expenses will only be reimbursed for attendance at conferences, seminars, etc. that have been approved by Council or under delegation/policy. The following types of expenses will be reimbursable: airfares, registration fees, accommodation, meals, taxi fares, car parking and incidentals (up to a daily maximum of \$20.00).

Note: Tax invoices, receipts or other acceptable evidence of expenditure (including ABN and GST details) that has been incurred must be provided with a claim made for all discretionary prescribed and approved reimbursements.

8. CLAIMS FOR REIMBURSEMENT

To receive reimbursement of expenses incurred in association with prescribed meetings under clause 6 each Council Member is required to complete a **Form 1** and submit it to the Chief Executive Officer.

To receive reimbursement of discretionary expenses under clause 7 each Council Member is required to complete a **Form 2** and submit it to the Chief Executive Officer.

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For the purposes of administrative efficiency Council Members are requested to submit these forms on a monthly basis for the purpose of re-imbusement aligned with the monthly allowance payment and maintaining the Register of Member Allowances and Benefits.

Reimbursement of expenses will only be paid to a Council Member upon presentation of the completed form/s and adequate evidence supporting the claims made.

9. FACILITIES AND SUPPORT

Council can provide facilities and other support to Council Members to assist them to perform or discharge their official functions and duties.

The Council must specifically approve the particular facility and support as necessary or expedient to the performance or discharge of all Council Members' official functions or duties which must be made available to all Council Members on a uniform basis, other than those facilities or support specifically provided to the Mayor as set out below.

Council has considered and is satisfied that the following facilities and support (including allowance, reimbursement) are necessary or expedient for all Council Members to assist them in performing or discharging their official functions and duties:


- Administrative support for business directly associated with prescribed meetings, other official Council functions and activities, and otherwise only as approved by Council;
- Business cards;
- Reimbursement up to a maximum of \$1,500 per term of Council for expenses associated with the Members own purchase and maintenance of a computing devices(s), accessories and software to assist members in the performance of their duties. Reimbursement will be paid upon presentation to the Chief Executive Officer of the relevant Form and tax invoice(s) or receipt;
- The device must be capable of connecting to Council's wireless local area network and Extranet;
- A mobile data plan allowance paid annually in advance in the first five (5) business days of December of \$600 for data/telecommunication mobile plan. Amounts incurred in excess of the annual allowance is the responsibility of the Member.

The provision of these facilities and support are made available to all Council Members (including the Mayor) under the LG Act on the following basis they are necessary or expedient for the Council Member to perform or discharge their official functions or duties.

In addition to the above, Council has resolved to make available to the Mayor (and to any acting Mayor appointed during the Mayor's absence) the following additional facilities and support to assist them in performing and discharging their official functions and duties:

- A mobile phone with an included data/telecommunication mobile plan;
- Office space adjacent the Council Chamber with fixed telephone line and desktop computing device with connectivity to internet and Council's local area network for access to Council Extranet and Member/Mayoral documents;
- Access to administrative support to manage civic diary and associated arrangements; and
- A fully serviced and maintained motor vehicle to a maximum purchase price of \$40,000 (GST exclusive) and a Council approved fuel card.

Council has determined that the provision of the above facilities and support are made available to Council Members on the following terms:

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- The computing devices and accessories are the sole responsibility and remain the property of the Council Member;
- Computing devices must have Council approved internet security software installed for the protection of Council documents and information. At the time of this policy update 'Trend' is the internet security software used by Council;
- Any expense incurred by the Council Member in excess of the reimbursement for computing device, accessories and allowance for data / telecommunications mobile plan is the responsibility of the Council Member;
- That all emails and documents related to Council matters or communicated in the Members capacity as an Elected Member must be captured in Council's Electronic Document Records Management System in accordance with Council Policy R180 Records Management; and
- The Mayoral vehicle shall be available for use as a pool vehicle for Council Members for extended Council related travel purposes.

Council Members when accessing Council documents and information must comply with relevant provisions of Council Policies including R180 Records Management Policy, and internal procedures including "Computer Network / Software Use" procedure, "Mobile Device Use" procedures and will sign and comply with any associated acknowledgement/agreement documentation as required from time to time.

The use of Council facilities, support and/or services by Council Members for campaign or election purposes is not permitted under any circumstances on the basis it is not necessary or expedient to the performance or discharge of a Council Member's official functions or duties under the LG Act. The use of such facilities for electoral purposes during the election period would be a breach of section 78(3) of the Local Government Act 1999.

10. OTHER REIMBURSEMENTS/FACILITIES

Any additional reimbursements and facilities and support not detailed in this Policy will require the specific approval of Council prior to any reimbursements being paid, benefits being received and facilities and/or support being provided.

11. FACILITIES AND SUPPORT - PRIVATE USE

Facilities or support provided to a Council Member must not be used for a purpose unrelated to the performance or discharge of official functions or duties unless:


- *the use has been approved by the Council; and*
- *the Member has agreed to reimburse the Council for any additional cost or expenses associated with that use.*

Given that any facilities and support have been provided to assist Council Members in carrying out their Council duties then only additional variable costs arising from private use must be reimbursed to the Council.

Adequate records will need to be maintained to assist in substantiating the degree of private use of Council facilities and support by Elected Members. This may not need to occur on an ongoing basis - e.g. if accurate records of usage are made for a reasonable period of time (e.g. 3 months) where such records are representative of ordinary usage and usage has not materially altered.

12. REGISTER OF ALLOWANCES AND BENEFITS

Pursuant to section 79(1) and (2) of the Local Government Act, the Chief Executive Officer must maintain a Register in which they shall ensure that a record is kept of:

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- a. The annual allowance payable to a Council Member (in the case of section 79 (1)(a)); and
 - b. Any expenses reimbursed under section 77(1)(b) of the LG Act (in the case of section 79(1)(b)); and
 - c. Other benefits and allowances paid or provided for the benefit of the Member by the Council (in the case of section 79(1)(c)); or
 - d. To make a record of the provision of a reimbursement, allowance or benefit not previously recorded in the Register (in the case of section 79(2)(b)),
- on a quarterly basis (see regulation 7 of the Regulations).

Reimbursements paid under section 77(1)(a) are not required to be recorded in the Register.

The Chief Executive Officer is required to record in the Register any changes in the allowance or a benefit payable to, or provided for the benefit of, Council Members. Accordingly, the Chief Executive Officer will update the Register each quarter and therefore each Council Member is required to provide his or her claim form for reimbursement to the Chief Executive Officer quarterly.

The Register of Allowances and Benefits is available for inspection by members of the public, free of charge, at the Council's office *at 10 Watson Terrace, Mount Gambier* during ordinary business hours. Copies or extracts of the Register are available for purchase upon payment of a fixed fee.

Note: For the purpose of section 79 of the Local Government Act 1999 and subclause 11(b) – above, any cost or expense incurred by Council in association with a Council Member(s) may be considered as being provision to the Council Member of a 'benefit'.

For example, Council meeting all costs associated with a Council Members attendance at the ALGA conference in Canberra is considered a "benefit" provided to the Council Member.

Accordingly, such costs and expenses are necessarily to be recorded in the Register of Allowances and Benefits for each Council Member.

13. REVIEW AND EVALUATION

Council Member allowances are determined by the Remuneration Tribunal of South Australia on a 4 yearly basis.

The correctness and effectiveness of this Policy will also be reviewed and evaluated in November 2022.

This Policy will lapse at the next Local Government general election at which time the newly elected Council will be required to adopt a new policy dealing with Council Member's allowances and benefits for their term in office (section 77(2) LG Act).

14. AVAILABILITY OF THE ELECTED MEMBER'S ALLOWANCES AND SUPPORT POLICY


This Policy will be available for inspection at Council's principal office during Council's ordinary business hours and on the Council's website www.mountgambier.sa.gov.au. Copies will also be provided to interested members of the community upon request and upon payment of a fee in accordance with Council's Schedule of Fees and Charges.

Any enquiries regarding this policy are to be directed to the Chief Executive Officer, telephone 8721 2555 or email city@mountgambier.sa.gov.au.



**M405 Members
Allowances and Benefits**


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File Reference:	AF11/1740
Applicable Legislation:	Local Government Act 1999 s76-s79 LG (Members Allowances & Benefits) Regs 2010
Reference: Strategic Plan – Beyond 2015	Goal 5, Objective 5
Related Policies:	
Related Procedures:	
Related Documents:	Remuneration Tribunal of South Australia Determination 6 of 2018

DOCUMENT DETAILS

Responsibility:	GENERAL MANAGER, COUNCIL BUSINESS SERVICES
Version:	3.0
Last revised date:	22 November 2018
Effective date:	22 November 2018
Minute reference:	Special Statutory Council Meeting 22/11/2018 - Item 13
Next review date:	December 2022
<u>Document History</u> First Adopted By Council: Previous Reviews:	25 November, 2014 21 April, 2015

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Form 1

Lodge with: Chief Executive Officer

Council Member's Reimbursement Claim Form 1

Name:

Period:

Total Reimbursement Claim Amount: \$.....

Reimbursement of prescribed expenses associated with attending a prescribed meeting that is not subject to Council approval (refer to section 77(1)(a) of the *Local Government Act 1999* and Regulation 5 of the *Local Government (Members Allowances and Benefits) Regulations 2010*)

1. Travel Expenses & Travel Time Payment (if applicable)

1.1 Date of Travel	1.2 Council Function or Business Attended*	1.3 Mode of Transport	1.4 Distance Travelled (km)**, if Motor Vehicle

1.5 Details of your motor vehicle (where applicable):


- Model and make of motor vehicle:
- Engine size:
- Total number of kilometres for reimbursement claim:

1.6 Bus and/or taxi costs (where applicable):

- Reimbursement claim: \$.....

Please attach copies of all receipts.

*NOTE: Travel claims must relate to expenses actually and necessarily incurred by the Member in travelling to or from a prescribed meeting provided the journey is an eligible journey and is by the shortest or most practicable route. For the purposes of this Form 1 the term “**eligible journey**” means a journey between the principal place of residence, or a place of work, of a Member of the Council, and the place of a prescribed meeting (in either direction), in accordance with the *Local Government (Members Allowances and Benefits) Regulations 2010*.

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2. Care Expenses:

2.1 Name of Child/Dependant	2.2 Date of Care	2.3 Prescribed meeting attended	2.4 Hours of Care Provided	2.5 Care Provider

- Reimbursement claim: \$.....

Please attach copies of all receipts.

NOTE: A 'prescribed meeting' means a meeting of the council or council committee, or an informal gathering, discussion, workshop, briefing, training course or similar activity which is directly or closely related to the performance or discharge of the roles or duties of the member.

Method of payment is Direct Debit:

If not provided previously or your banking details have changed please complete your details below:

BSB:

Account No:

Name of Account:

Bank and Branch:

Remember to attach all paperwork supporting your claim otherwise payment will be delayed.

I, confirm that the above claims for reimbursement are true and accurate and are made in accordance with section 77(1)(a) of the *Local Government Act 1999* and Regulation 5 of the *Local Government (Members Allowances and Benefits) Regulations 2010*.

.....
Signature of Council Member


Date:

FOR OFFICE USE ONLY

.....
Signature of Chief Executive Officer (Acknowledging receipt)

Date:

Claim processed by:

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Form 2

Lodge with: Chief Executive Officer

Name:

Period:

Total Reimbursement Claim Amount: \$.....

Reimbursement of Council approved expenses (Refer to section 77(1)(b) of the *Local Government Act 1999* and Regulation 5 of the *Local Government (Members Allowances and Benefits) Regulations 2010* and the Council Member's Allowances & Benefits Policy)

1. Travel Expenses

1.1 Date of Travel	1.2 Council Function or Business Attended	1.3 Mode of Transport	1.4 Distance Travelled (km), if Motor Vehicle

1.5 Details of your motor vehicle (where applicable):

- Model and make of motor vehicle:
- Engine size:
- Total number of kilometres for reimbursement claim:


1.6 Bus and/or taxi costs and associated receipts (where applicable):

- Reimbursement claim: \$.....

2. Care Expenses

2.1 Name of Child/Dependant	2.2 Date of Care	2.3 Council Function or Business Attended	2.4 Hours of Care Provided	2.5 Care Provider

- Reimbursement claim: \$.....

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3. Telephone, Facsimile or Other Telecommunications Device

- Reimbursement claim: \$.....

Please attach copies of the applicable telephone account/s or facsimile transmissions highlighting those calls being claimed for reimbursement

4. Conference, Seminar or Training Course

4.1 Date	4.2 Council Function or Business Activity	4.3 Venue/Location of Function or Business Activity

- Reimbursement claim: \$.....

Please attach copies of all receipts.

Method of payment is Direct Debit:

If not provided previously or your banking details have changed please complete your details below:

BSB:
 Account No:Name of Account:
 Bank and Branch:

Remember to attach all paperwork supporting your claim otherwise payment will be delayed.

I, confirm that the above claims for reimbursement are true and accurate and are made in accordance with section 77(1)(a) of the *Local Government Act 1999* and Regulation 5 of the *Local Government (Members Allowances and Benefits) Regulations 2010*.

.....
 Signature of Council Member

Date:

FOR OFFICE USE ONLY

.....
 Signature of Chief Executive Officer (Acknowledging receipt)

Date:

Claim processed by:



CONFIDENTIAL

22 February 2019

Mr Michael McCarthy
Manager Executive Administration
City of Mount Gambier
Via email: city@mountgambier.sa.gov.au

Expression of Interest

Report No: AR18/53845
RM8 Reference: AF11/1472

Dear Mr McCarthy,

We are writing to provide a non-binding expression of interest to use a council owned office building located at 9 Penola Road Mount Gambier.

Our Organisation

- St John is a self-funded organisation working to save lives through education, training, social inclusion programs and patient care at public events
- Our highly trained and equipped volunteers provide first aid and healthcare to the community at emergencies and events across the state
- We equip SA's emergency services – Country Fire Service, State Emergency Service, SA Police, Metropolitan Fire Service and Volunteer Marine Rescue – with specialist knowledge and expertise through accredited first aid training
- We issue over 55,000 certificates a year in SA through certified first aid training, from the basics to specialized training
- Through our renowned Youth Development Programs, we develop children and youth into responsible, community-aware, and responsive young adults
- Our First Aid in Schools program delivers free first aid training to primary school students across South Australia
- We are the largest provider of first aid training and products in South Australia
- We are part of the wider global humanitarian organization The Order of St John
- We are part of the State Emergency Plan, our taskforce of qualified volunteers stand alongside emergency services providing first aid to those in need.

Mt Gambier is covered by our Limestone Coast Division. We have a very strong Cadet Division with over 30 members with our Adult Division covering many events in the Mt Gambier Greater Region.

ST JOHN AMBULANCE AUSTRALIA SA INC
ABN 42 947 425 570
RTO 88041 St John Ambulance Australia

Head Office South Australia
85 Edmund Avenue Unley
South Australia 5061

T: 1300 78 5646
F: 08 8306 6995
W: stjohnsa.com.au

St John Ambulance is one of the most trusted brand names in South Australia. It was ranked as the third most reputable not-for-profit in the Charity Reputation Index released by AMR in December 2018.

What we do for the community

St John SA is an incorporated not for profit community organisation providing First Aid services, social inclusion and youth development programs to the South Australian community.

St John SA is heavily involved with the community in the Mt Gambier Greater Region. By way of example; St John SA has been part of the 3 day; *Generations in Jazz* event, one of the biggest events in Mt Gambier since its inception. We have been very happy to see how the event has successfully grown over the years to where it is today.

Additionally, we cover many various community events in the area providing Event Health Services at shows, school sports days, fetes and fairs, Anzac Remembrance Day, church group events, Christmas parades, New Years' Eve to name a few. We welcome the opportunity to grow our presence in the area and extend our services, and believe this property would greatly assist us.

St John members are also present at emergencies, providing First Aid response and on-scene pre-hospital treatment in the critical moments following medical emergency for the attending public. A highly skilled and trained network of dedicated volunteers is deployed across the state, supporting resilient communities at multiple locations on an ongoing basis and where required in a major emergency.

Recently in 2018 St John State Office upskilled the Limestone Coast Division by upgrading training to the Adult Division in the area from First Aiders to First Responders.

St John Ambulance possible occupancy of 9 Penola Rd Mount Gambier

We propose to use the property as an Information Centre for St John. Our understanding is the building is being offered up to multiple community groups as a shared building. We have identified the room at the front would be most suitable for us as it would allow us to display our branding on the outside of the window facing the main road without interfering with any potential heritage requirements. The signage on this window would allow us to promote some of the key community benefits St John provide, some of these benefits listed below.

The premises would be used to provide a location for:

- An office for our local First Aid Consultant and Trainer/First Aid Advisor to operate from and store some of their equipment.
- An information centre regarding volunteer recruitment, including our Cadet program
- An information centre regarding event health services, and steps required for enlisting St John with providing First Aid services at community events, local expo's and fairs
- First aid related queries and free workplace assessment bookings to assist local business becoming workplace compliant, and individuals suitably prepared in First Aid
- An information centre regarding the First Aid courses we offer and the content contained within each course. St John are the largest and most trusted provider of First Aid training in South Australia. We run approximately 100 courses a week

throughout the State, with a wide array of courses being run in Mt Gambier such as Provide First Aid/CPR, Low Voltage Rescue, and courses relating to recent emerging issues such as Mental Health First Aid.

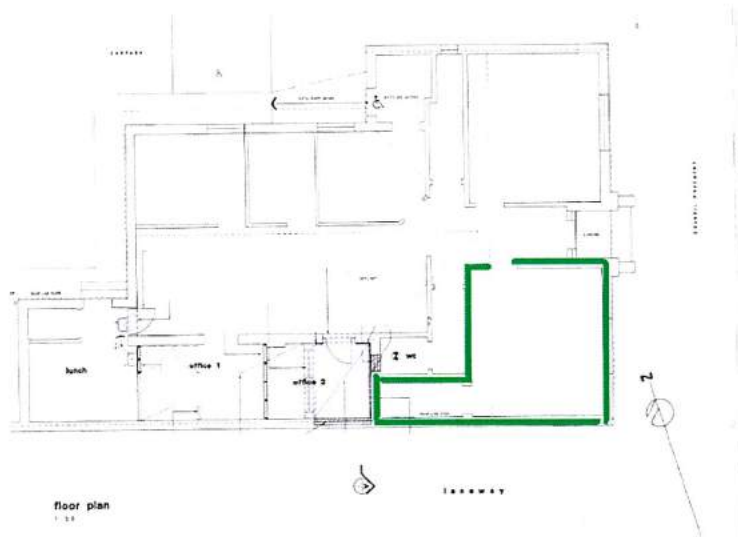
- An information centre regarding our First Aid in Schools program, a service we provide FREE to primary schools to train students in First Aid. Approximately 10,000 primary school students a year are trained across the state as part of this program.
- Information and organising bookings for our First Aid re-stocking service
- First Aid product and defibrillator sales/storage onsite

St John SA has a large community involvement in Mt Gambier, with a strong adult and cadet membership. This is very pleasing considering at this stage St John doesn't have a physical building at this point in time.

We are regularly contacted by members of the community, and local business requesting our services, and we frequently hear the phrase 'I didn't realise you were still here'.

We see this as a great opportunity to provide St John with a highly visible presence in Mt Gambier, and give the local community a contact point for St John, and help inform them of the services and support we can provide.

We have highlighted in green below the room that would be ideal for the service we are seeking to provide, and are more than happy to work alongside other community groups occupying the same building.



We are very thankful you have provided the opportunity for community groups to apply for access to this building, and we hope we are successful in our submission.

Thank you again, we look forward to hearing from you soon.

Yours sincerely


Skender Yashari

Senior Manager Customer Service & Business Development

e: skender.yashari@stjohnsa.com.au | m: 0419 811 748

Hi Ken

My apologies. I have just checked and your email enquiry was recorded as an Expression of Interest (and as EOI's do not close until today has not been actioned any further).

Your enquiry and subsequent (below) email are acceptable as an EOI at this stage.

I have attached the floorplan published on the Council website as well as some photos for your information

Kind Regards

Michael McCarthy
Manager Executive Administration

Civic Centre 10 Watson Terrace Mount Gambier
D 08 8721 2576 / T 08 8721 2555
PO Box 56 Mount Gambier SA 5290



www.mountgambier.sa.gov.au

Warning : this email is intended only for the addressee(s) and may contain information that is confidential, subject to legal privilege, or protected by copyright. If you have received this in error, please notify the sender by reply email and delete this email from your system. You are not permitted to use, reproduce or disclose the contents of this email. No representation is made that this email is free of viruses. Virus scanning is recommended and is the sole responsibility of the recipient. Thank you.

From: Ken Trimnell [<mailto:kentrimnell@bigpond.com>]

Sent: Friday, 22 February 2019 8:03 AM

To: City Emails

Subject: RE: Thank you for your email

Hi,

I emailed you on the 14th of February regarding the property at 9 Penola Road for use by non profit clubs. I received a confirmation that the email was received and I would get a response but I have heard nothing.

As the submissions close today I would like to officially put forward a submission from the South Eastern Automobile Club for the use of an office and / or meeting room.

This will be subject to an inspection (which are only provided after the close of submissions) and that we meet all the criteria.

Yours Ken Trimnell
South Eastern Automobile Club
Ph: 0419 810 798

Michael McCarthy
Manager Executive Administration
City of Mount Gambier
city@mountgambier.sa.gov.au



15th February 2019

Re: Expression of Interest for 9 Penola Road Occupancy

Mount Gambier
South Australia 5290

T 0432332762
E trudi@fourreasonswhy.com.au

www.fourreasonswhy.com.au

Dear Michael,

Four Reasons Why would like to be considered for the 9 Penola Road property as a non for profit, incorporated charity. We seek to find a suitable office space to run our business from and having previously occupied space in 9 Penola Road we know it suits our needs.

Four Reasons Why is officially registered, as an Incorporated Association, holding the status of a Public Benevolent Institution. We are a recognised Charity by the Australian Government and as such, we diligently uphold the standards and work practices required by law. FRW is a Tax-Deductible Recipient, any donations over \$2 are tax deductible.

Four Reasons Why is established with the purpose to relieve poverty and to advance social and public welfare by undertaking such activities such as provide children with opportunities they wouldn't normally be exposed to, access to decent clothes, shoes, essential items and sports scholarships. We identify the needs of vulnerable members of the community and find ways to address the needs, create partnerships with the community and local businesses to assist those in need, work with vulnerable people in empowering them to change their lives and solicit for and accept donations.

To date Four Reasons Why have successfully run our Winter Wear campaign for 3 years and helped hundreds of local children have access to warm clothing and footwear which they would not have access to otherwise. Last year the Essentials campaign supplied essential hygiene items to over 100 people in need in our community and has done for the last three years. Leading up to the Christmas period we raised funds to purchase 75 movie tickets and snack vouchers for children in care, so they could enjoy an outing in the holidays. Our partnerships in community extend far and wide, we teamed up with Natural Born Grillers and people donated \$275 dollars to purchase vouchers for meals over the holiday period. The feedback received was humbling

"Thank you for the vouchers for my client to have a haircut and to socialise and eat out with a voucher from natural born grillers. My client was so taken back and happy to receive the support – it meant a lot to her as she is not one to stop and care for herself – she is very focussed on helping and caring for those around her. The gift challenged her in a good way to look after herself as she looks after others. She shared that she was encouraged to go out with her boyfriend, which she has never really done – and it just happened that her boyfriend was recently talking about 'natural born grillers'"

These were distributed via Foodbank, Headspace and locals. A local family from Mulga Street Primary with A single Mother and 4 children received over \$640 worth of groceries and vouchers before Christmas as they could not make ends meet before Christmas. We partnered with Anytime Fitness to make this happen. These are just a few examples of how we support our community where we can.

In 2019 we are introducing our Sports Membership Assistance Program; this program will seek sponsors from the community including local businesses to sponsor high school aged children to play a sport of their choice. This is an application process and the children chosen will be of hardship at the time of application. We trialled this last year with amazing outcomes and the feedback from the Mother of a Child we sponsored was amazing, saying not only had we given her Daughter the confidence to play a sport and be a part of a team, we also started a community connection between the club and the family which has been instrumental in their social support network and has provided them with a community of people to look towards to in times of hardship or need.

“The best of community does give one a deep sense of belonging and well-being; and in that sense community takes away loneliness.” - Henri Nouwen

Four Reasons Why would be open to sharing the premises with another organisation as we would not need the whole space for ourselves. We have been speaking closely to Stand Like Stone and would be welcoming to an arrangement to share the space with their team.

Primarily the space would be utilised for a place to meet, hold meetings, register volunteers, store donations (within capacity), sort and pack any items from campaigns, have an office set up to do administration tasks and in the future a space for a Project Officer to reside.

We hope our expression of interest is received in good faith and we look forward to hearing from you soon.

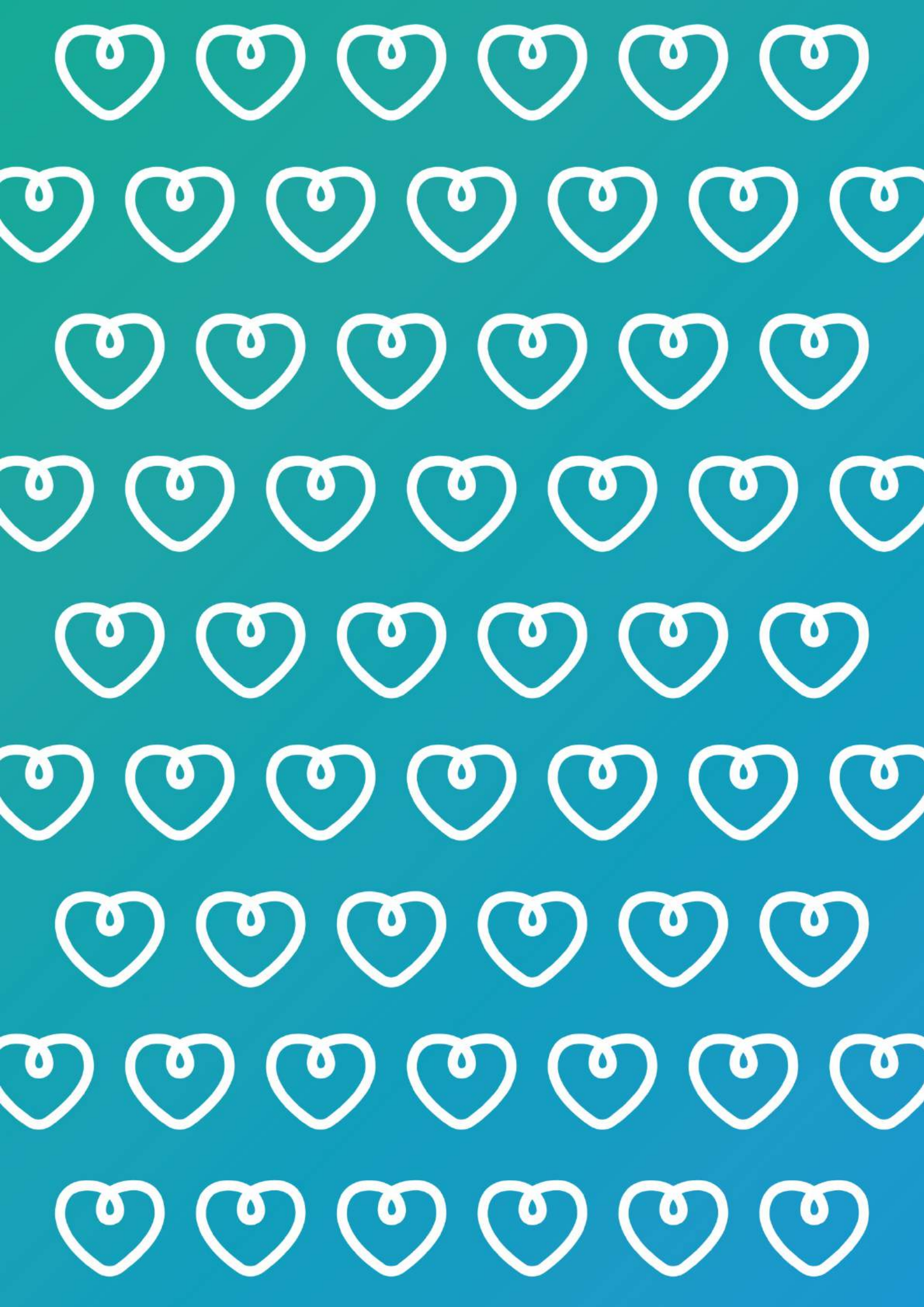
Yours Sincerely,

Carmen Bliss

Chairperson

Four Reasons Why

0418 485 167





ABN: 23 917 949 584

Vansittart Park
Cnr Commercial St West / Wehl St
MOUNT GAMBIER SA 5290
PO Box 2177
MOUNT GAMBIER SA 5290

Ph: +61 8 8797 8181
Email: info@natureglenelg.org.au
Web: www.natureglenelg.org.au

22nd February 2019

Michael McCarthy
Manager Executive Administration
City of Mt Gambier
PO Box 56
Mount Gambier SA 5290

CONFIDENTIAL:

Expression of Interest from Nature Glenelg Trust: 9 Penola Road Occupancy

Dear Michael,

Nature Glenelg Trust has been in partnership with the Mt Gambier City Council for the past 6 years, after we renovated the run-down building in Vansittart Park behind the scoreboard and set up the site as our community nursery. This arrangement has been extremely successful, and a great help to our small but highly active charitable regionally-based environmental organisation.

The site is functioning extremely well as a nursery, and we intend to continue on at this location unchanged irrespective of the outcome of this enquiry, but we are very tight for office space in town, hence – if possible – I am interested to see the space on 9 Penola Rd and understand what terms you might be offering to charitable NGO tenants. We would be interested in a similar arrangement to our current location, where we are offered a low annual lease rate, and we ensure the property is kept and maintained in excellent condition, as a community asset. We also envisage using our nursery in Mt Gambier to grow plants to improve the amenity values and landscaping around the site at 9 Penola Rd (if council consents), with the assistance of volunteers.

The building would be utilised Monday to Friday (by our 8-10 Mt Gambier based staff) and also used by us occasionally on some weekends for presentations and community meetings. In other words, our proposal would result in a high level of community usage. Given the size of our workforce in Mt Gambier, we would probably be most interested if we can utilise and occupy the entire building – assuming that we like the space and it is a good fit for our needs.

In case you are not aware, Nature Glenelg Trust is one of very few entirely regionally-based (i.e. not capital city based) not-for-profit environmental organisations in SA and Victoria, and we have specifically chosen Mt Gambier as our regional headquarters, enabling us to work seamlessly in the regional areas situated between Adelaide and Melbourne. The benefits of our work in the community are multiple, and we think act as a very effective bridge between

the residents of the City of Mt Gambier and environmental issues more broadly in the regional and rural areas both within and surrounding the City boundaries.

For example, Nature Glenelg Trust:

- Provides meaningful volunteering opportunities for the community, including working closely with other community groups
- Provides work experience opportunities for high schools students
- Provides graduate internships for returning tertiary qualified students
- Works closely with a range of other organisations and schools to provide environmental education opportunities for our youth
- Partners with government and private organisations to attract funding for delivering environmental projects in our region
- Works with private landholders to restore and more sustainably manage their land
- Owns and manages our own reserves in the South East that Mt Gambier residents often come out and visit to help us manage and restore, including properties at Nelson (Kurrawonga), Port MacDonnell (Hutt Bay Wetland), Glencoe (Mt Burr Swamp) and Frances (Eaglehawk Waterhole)
- Undertakes environmental research and works closely with government and others to protect and conserve our threatened species
- Employs approximately 15 Mt Gambier residents in various forms of employment (full-time, part-time and casual)

In short, Nature Glenelg Trust looks to make the most of our limited resources, by simply getting on with things and getting things done. We've worked extremely hard to build that reputation over the past 7 years and the ability to consolidate ourselves in a dedicated office on Penola Rd in central Mt Gambier, with the support of the City of Mt Gambier, would be a tremendous boost for us going forward.

Finally, if you would like to assess our organisational financial viability and review additional background information about our reach, impact and operations, copies of our annual reports are available here: <http://natureglenelg.org.au/about/nature-glenelg-trust-annual-reports/>.

We are looking forward to maintaining a positive relationship with the City of Mt Gambier into the future, and thank you for your ongoing support.

If this submission is of interest, I'd appreciate the opportunity to see the space and discuss options with you.

Yours sincerely,



Mark Bachmann
Managing Director
The Trustee for Nature Glenelg Trust



13th February 2019

Michael McCarthy
MANAGER EXECUTIVE ADMINISTRATION
City Council of Mt Gambier
City Hall
Mt Gambier 5290

city@mountgambier.sa.gov.au

Dear Mr McCarthy,

RE Expression of Interest - 9 Penola Road Occupancy

I write in relation to potential occupancy of 9 Penola Road, Mount Gambier and draw your attention to previous correspondence from Bill DeGaris on this subject, attached via email.

As you would be aware, Stand Like Stone Foundation was established in 2004 and is the community foundation that serves the Limestone Coast region. Stand Like Stone offers individuals, families, groups, corporations and not-for-profit organisations an easy and satisfying way of giving something of real value back to the local community. All donations to Stand Like Stone are pooled and invested. The income generated from this investment is used annually to support charitable projects that benefit the Limestone Coast region and to provide educational scholarships to individuals with a connection to the Limestone Coast region. Stand Like Stone also facilitates projects which contribute to the community in many ways, resulting in both financial and social benefit, such as the Back to School and Stay at School programs.

Stand Like Stone Foundation (SLSF) has a keen interest in 9 Penola Road and initially commenced discussions re potential occupation in 2018 with then tenant, South East Community Legal Service (SECLS) ie prior to them vacating the premises.

As outlined in Mr DeGaris' letter dated October 2018, Stand Like Stone is currently located in a single small office at Grant District Council (324 Commercial Street West). We have been looking for alternative premises for some time, for the following reasons;

1. We have outgrown the premises currently occupied;
2. SLSF feels that it now requires a greater profile in the community and a higher profile presence in the business area;

3. SLSF wishes to undertake and promote philanthropic and charitable programs, which will necessarily mean SLSF requires more space and better facilities:

4. As the public profile and community reach of SLSF deepens, we are increasingly visited by donors, volunteers, community members, sponsors and those making applications for grants and scholarship funding. Being located at the rear of DC Grant, our current office is difficult to find and not appropriate to receive visitors. There is a need for a stand alone, easy to locate "shop front" image for the general public and key stakeholders of Stand Like Stone.

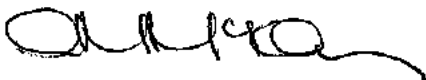
Stand Like Stone believes that its presence at 9 Penola Road would offer a great profile of Council's commitment to the philanthropic and charitable sector and applauds Council on offering the premises to incorporated not-for-profit community groups on an EOI basis. Stand Like Stone are very keen to ensure the premises become well known as the premium base in the Limestone Coast for philanthropic endeavor and would be willing to manage occupancy of smaller rooms for other not-for-profit community groups who require premises, or part occupancy of premises on a short-term, or even casual, basis.

SLSF would seek to take occupancy of the premises five days per week. We would be able to manage the building and the premises and to put in place a scheme of casual and short-term occupancy for other charitable organisations and NFPs.

Stand Like Stone has already been approached by "Four Reasons Why" in relation to potential joint occupancy and we are keen to progress these discussions and flesh out an arrangement that would be suitable for both organisations.

We trust that our Expression of Interest re occupation of 9 Penola Road Mount Gambier will be received favourably and are willing to provide further information as is required.

Yours sincerely



Georgie McKay

EXECUTIVE OFFICER

12th December

Chief Executive Officer
City Council of Mount Gambier
City Hall
Mount Gambier SA 5290

Dear Sir,

9 Bay Road, Mount Gambier.

I refer to our letter to Council dated 9th of October 2018, and your brief email response dated 26th of October 2018.

I also refer to a brief conversation with Council's Property Manager, Michael McCarthy.

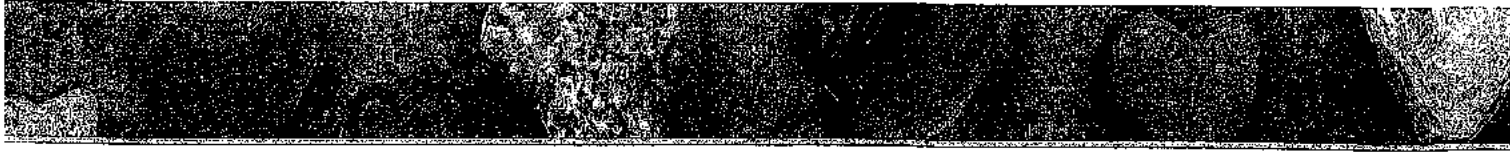
In light of the fact that South East Legal Services (SELS), their board, chairman, executive officer, and previous manager were all heavily in favour of transitioning the premises at 9 Bay Road to Stand Like Stone Foundation (SLSF) as the new tenant, we expressed our interest in the premises in our previous letter. We appreciate Council must go through a "transparent process" in managing its assets. However, SLSF was particularly keen to manage the transition in order to take over the office assets such as computer, server and internet connection system, as proposed by SELS, in a seamless way. In addition, it would have been ideal for us as an organisation to be able to take the office furniture assets as a gift from SELS, as was envisaged. However, we appreciate that this has not occurred for a variety of reasons.

SLSF is still strongly interested in taking over as tenant of the old SELS building. The reasons set out in our letter to you of 9th of October 2018 are still valid and compelling in our view.

It would be fair to say that at least in the short term the building accommodation would adequately house SLSF, but would also allow SLSF, as a Community Foundation, to manage occupancy of some of the smaller room for other charitable organisations, NGOs, and smaller community organisations who require premises, or part occupancy of premises on a short-term, or even casual, basis.

SLSF would, in the future, be able to take occupancy of the premises five days per week, and would be able to manage the building and the premises to put in place scheme of casual and short-term occupancy for other charitable organisations and NGOs, with Council's oversight (if required) and approval.

Whilst we are disappointed that there has been no discussion with SLSF after our initial approach to council (particularly after SELS encouraged SLSF to be involved in the negotiation process for this building), SLSF wishes to progress discussions with council to lease this building, and/or to occupy the building as lead manager for other charitable organisations in the Mount Gambier area, and possibly the wider Limestone Coast area.



*Life is mostly froth and bubble,
Two things stand like stone,
Kindness in another's trouble,
Courage in your own.*

Our Executive Officer, Georgie McKay, Chair, Bill DeGaris, and Patron, Sue Charlton AM are willing to enter discussions and to be part of the review of occupancy of 9 Bay Road. It would be an ideal location for SLSF, and it is our strong view that having the Limestone Coast's community foundation based in a prominent place such as 9 Bay Road would be in the best interests of the Council, and the wider community.

We look forward to receiving a formal response to our submissions, and the opportunity to meet with Council's executive team, and, if required, the council to discuss furtherance of these objectives.



Bill DeGaris
CHAIR

Chief Executive Officer
City Council of Mt Gambier
City Hall
Mt Gambier 5290

Dear Sir

It has come to our attention that the building owned by Mount Gambier City Council at 9 Penola Road Mt Gambier, and currently leased to the South East Community Legal Service, is soon to become vacant, due to the fact that SECLS is closing.

In discussions with SECLS Executive Officer and Chair of their Board, Stand Like Stone Foundation has expressed a keen interest in taking over the current lease until expiry in June, and in discussing renewing and renegotiating a fresh lease for Stand Like Stone Foundation of the building into the future.

Currently, SLSF is in small premises at Grant District Council. We are fast outgrowing those premises.

SLSF has been looking for alternative premises for some time, for the following reasons;

1. We are outgrowing the premises currently occupied;
2. SLSF feels it now needs great profile in the community and a higher profile presence in the business area;
3. SLSF wishes to undertake, and promote philanthropic and charitable programs which will necessarily mean SLSF requires more space and better facilities.
4. As the SLSF public profile deepens, we need to offer a better "shopfront" image to the public.

In preliminary talks with the SECLS, we believe that SLSF will be able to take over and use the current assets which are on the premises, and which are no longer required by SECLS. We would progress these discussions in the event that Council provide consent to transfer of the current lease, and provide us with comfort that Council will enter long term leasing relations with SLSF.

SLSF believes that its presence at the premises would offer a great profile of Council's commitment to the philanthropic and charitable sector. SLSF would, for its part, be very keen to ensure the premises become well known as the premium base in the Limestone Coast for philanthropic endeavor.

We would like to commence discussions with Council as soon as possible. We are aware that SECLS will be closing the office to the public within a few weeks, and will be seeking to hand back the premises very shortly.

Can we arrange an appointment with the appropriate person to discuss the possibility of taking over the premises?

Yours faithfully

Bill DeGaris
Chair

University of the Third Age

PO Box 2961

Mount Gambier 5290

u3agambier@gmail.com

11/02/2019

Mr Michael McCarthy

Manager, Executive Administration,

Mount Gambier City Council

Dear Mr McCarthy,

The University of the Third Age, Mount Gambier Inc. wish to submit an Expression of Interest in the occupancy of the building at 9 Penola Road as advertised recently by your Council.

We are an incorporated not for profit community group, catering for mainly retirees aged 55 and over. We have been active for almost 30 years, with an excess of 200 members and we cover over 20 different interest groups. Our Club is in a financially viable position and operates during the week usually twice per day.

With this number of members and groups, our current facilities are no longer adequate, either in meeting space or in storage facilities. It does not allow us to expand to cater for the increasing number of retirees who may live here or consider moving here.

We would like to be the Principal lessee with all incumbent responsibilities. However we would be happy to consider a co-tenancy.

Committee representatives look forward to viewing a site inspection at your earliest convenience.

Thank you for this opportunity for retirees to further their interests.

Yours sincerely

Chris Willoughby

President



Attention Michael McCarthy, Manager Executive Administration

The Southern Tree Breeding Association Inc (www.stba.com.au) may be interested in leasing the property at 9 Penola Rd Mt Gambier. This would be on a single stand alone basis rather than a sharing arrangement with other NFP entities.

I understand you have had expressions of interest from Stand like Stone and may have been looking for additional NFP to fill the space out. If this is correct, we would likely not wish to pursue the opportunity.

We are a NFP Association based in Mt Gambier undertaking genetic improvement work for the forest industry nationally. Our Members provide contributions to allow us to undertake the work, including R&D activities and grants are received to support our work.

If you would like additional information on the organisation, we have provided a brief flyer and would be happy to discuss further.

We don't wish to impose on potential other community NFP groups as we may not fall into the 'altruistic' category desired by council, however thought it was worth a brief note for your information and/or consideration.

Regards

Peter Cunningham, Business Manager
Southern Tree Breeding Association Inc | PlantPlan Genetics Pty Ltd
PO Box 1811 (39 Helen St) Mt. Gambier SA 5290
Phone +61 8 8723 0688 | Mobile +61 438 887 368 | <http://www.stba.com.au>

The Southern Tree Breeding Association

The Southern Tree Breeding Association is the national body which manages the Australian tree improvement programs for Radiata Pine (*Pinus radiata*) and Blue Gum (*Eucalyptus globulus*). Our objective is to improve the genetic quality and value of the plantation resource.

The STBA was formed in 1983 as a not-for-profit cooperative. The genetic resources developed by private companies, State and Federal Governments were consolidated by the STBA into national breeding programs. Members of the STBA share the investment in breeding and associated research, reaping the benefits of efficiencies of scale and reduce costs.

STBA genetic material is extensively tested in trials spread across the plantation estate in temperate Australia. Performance data collected on trees for commercially important traits are analysed on an industry wide basis using the TREEPLAN® system.

Plantation growers use TREEPLAN® genetic values to identify genetically improved trees best suited to their individual needs.

Genetically improved seed and plants can be obtained directly from STBA Members and/or *seedEnergy* Pty Ltd, a licensed seed producer.

STBA's technical programs are supported by a Technical Advisory Committee made up of industry representatives, technicians, breeders and research scientists. This independent review of programs ensures the strategies are progressive and scientifically rigorous.

The STBA and the National Genetic Resource Centre for plantation forestry is based at Mount Gambier, while its members and associates are spread across Australasia.

Membership is open to organisations involved in genetics and plantation forestry.



Members:

AKD Softwoods	Arborgen New Zealand	CSIRO	Forest Products Commission
Forestry Investment Trust (PF Olsen (AUS) Pty Ltd as agent)	Forestry Tasmania	ForestrySA	
Green Triangle Forest Operating Sub Trust (Timberlands Pacific Pty Ltd as agent)	Green Triangle Forest Products Ltd		
HVP Plantations	Norske Skog Paper Mills (Australia) Ltd	OneFortyOne Plantations Pty Ltd	
Tasmanian Forest Operating Sub-Trust (Forico Pty Limited as agent)			
University of Melbourne (School of Forest and Ecosystem Science)			
University of New England (AGBU)	University of Tasmania	WA Plantation Resources Pty Ltd	

Licensed Seed Producer:

| *seedEnergy* Pty Ltd |

Contact:

Dr Tony McRae (General Manager) – tmcrae@stba.com.au
Peter Cunningham (Business Manager) – pcunningham@stba.com.au
David Pilbeam (Eucalypt Breeder) – dpilbeam@stba.com.au
Peter Buxton (Pine Breeder) – pbuxton@stba.com.au

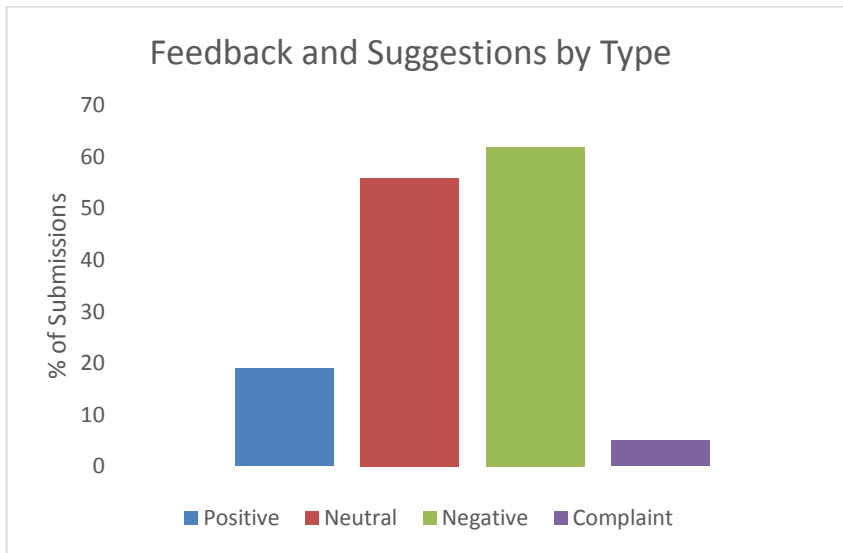
Southern Tree Breeding Association Inc
PO Box 1811, Mount Gambier
South Australia 5290

Phone +61 8 8723 0688 | www.stba.com.au

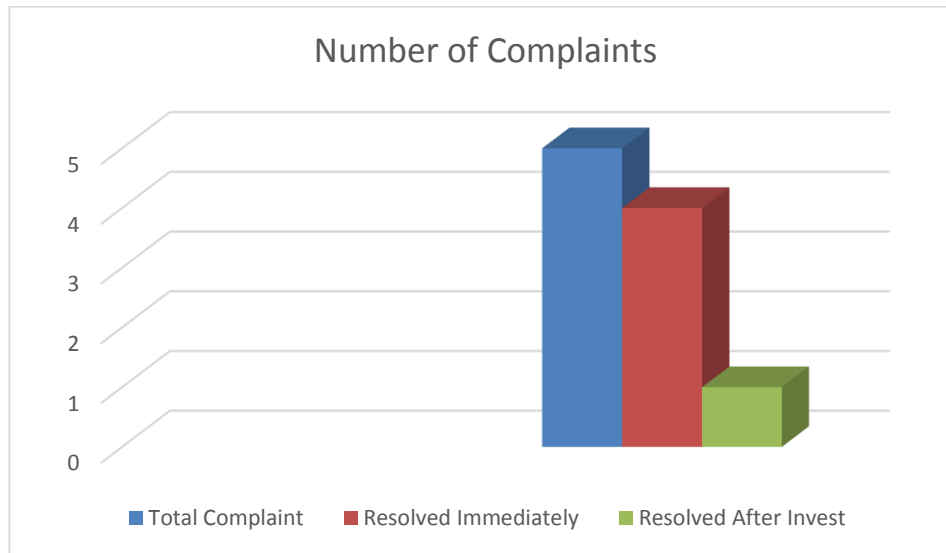


SOUTHERN
TREE
BREEDING
ASSOCIATION

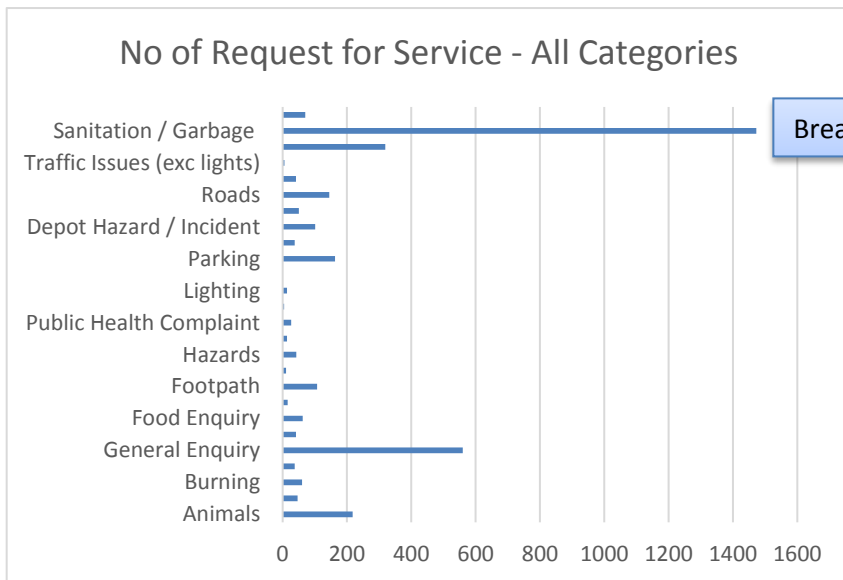
Graph 1 - Feedback Suggestions and Complaints %



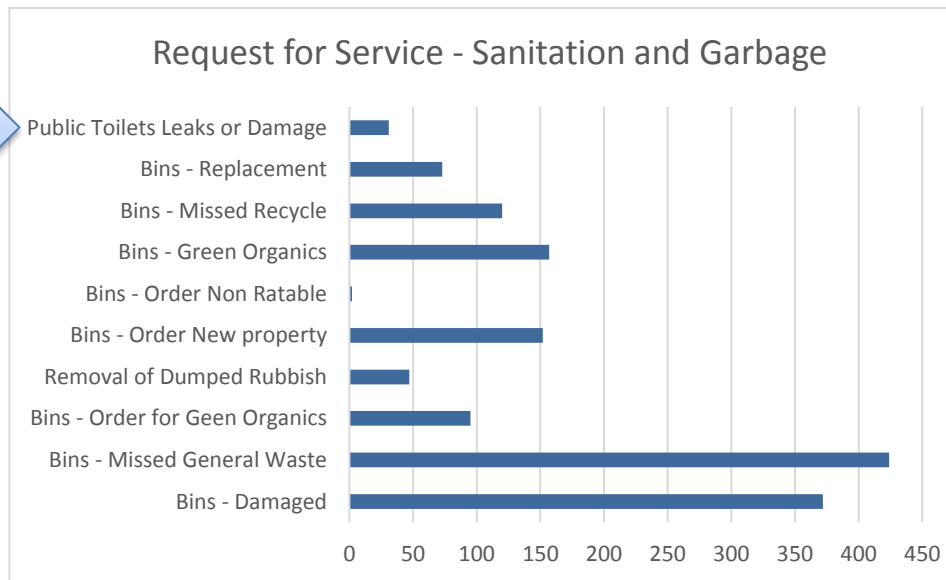
Graph 2 – Complaints by Resolve




Graph 3 – Total Qty of Request for Service by Category



Graph 4 – Qty Sanitation Category Breakdown into Sub Category



 City of Mount Gambier	C200 – REQUEST FOR SERVICE AND COMPLAINT POLICY	Version No:	3
		Issued:	19 September 2017
		Next Review:	November, 2019

1 INTRODUCTION

Local Government provides an extensive range of services and infrastructure to communities and discharges obligations under many pieces of legislation.

Section 270 of the *Local Government Act 1999* requires Council to develop and maintain policies, practices and procedures for dealing with:

‘any reasonable request for the provision of a service by the Council or for the improvement of a service provided by the Council.’

‘complaints about the actions of the Council, employees of the Council, or other persons acting on behalf of the Council.’

Council is committed to the provision of quality service to customers and regards complaints as an opportunity to improve practices and procedures and to resolve matters.

This policy aims to:

- Provide guidance on what may constitute a reasonable request for a service or an improvement to a service
- Distinguish between requests, complaints and feedback to Council and give direction on management of requests
- Establish a standardised process for assessing and processing requests including the collation of information which can be used to directly inform service improvements
- Provide a fair, consistent and structured process for Council’s customers if they are dissatisfied with a Council action, decision or service.

2 PRINCIPLES UNDERLYING THIS POLICY

This policy is based on five principles which are fundamental to the way Council approaches complaint handling. They are:


- Fairness: treating complainants fairly requires impartiality, confidentiality and transparency at all stages of the process
- Accessibility: to be accessible there must be broad public awareness about Council’s policy and a range of contact options
- Responsiveness: this will be achieved by providing sufficient resources, well trained staff and review and improvement of the systems
- Efficiency: complaints will be resolved as quickly as possible, while ensuring that they are dealt with at a level that reflects their level of complexity
- Integration of different areas of Council where the complaint overlaps functional responsibilities.

In processing requests for service emphasis will be placed on:

- Public safety and emergencies
- Fulfilling Council’s strategic and business plans
- Using Council resources effectively
- Guidelines and conditions of externally funded programs.

3 INTERPRETATION

In this Policy:

	C200 – REQUEST FOR SERVICE AND COMPLAINT POLICY	Version No:	4
		Issued:	12 March 2019
		Next Review:	March 2021

Business Day means a day when the Council is normally open for business, i.e. Monday to Friday, excluding public holidays.

A **Complaint** is an expression of dissatisfaction with a product or service delivered by the Council or its representatives that have failed to reach the standard stated, implied or expected. This includes complaints about a service that has been, or should have been delivered.

Council refers to the City of Mount Gambier.

Employee includes a person employed directly by the Council in a full time, part time or casual capacity (whether that position is permanent or contractual) and persons providing services to, or on behalf of, the Council even though they may be employed by another party.

Feedback can take the form of comments, both positive and negative, about services provided by Council without necessarily requiring a corrective action, change of services or formal review of a decision. Feedback may, however, influence future service reviews and delivery methods.

A **Request for Service** is an application to have Council or its representative take some form of action to provide or improve a Council service.

Where ambiguity exists, Council will deal with a matter as a Request for Service, rather than a Complaint, in the first instance.

Complaints which are determined to be about matters that are not Council's responsibility, such as disputes between neighbours, will not be handled under this policy.

4 REQUESTS FOR SERVICE

Requests for service will be assessed in the context of the services and work provided for in Council's Annual Business Plan and Budget and according to the conditions of externally funded programs.


4.1 Reasonable Request for Service

In determining how to respond to a request for service Council will consider:

- An assessment of risk
- Statutory responsibilities
- The content of Council's Strategic Management Plans, Annual Business Plan and Budget and annual works program.
- Relevant Council policies and codes
- Established service standards and response times for regular Council activities.

4.2 Processing a Request for Service

In Council's experience, most requests fit within well established guidelines which will be explained to an applicant at the outset. Council aims to manage requests efficiently and effectively. Employees are provided with a level of authority to advise applicants of the likely timeframe to complete the action required.

	C200 – REQUEST FOR SERVICE AND COMPLAINT POLICY	Version No:	4
		Issued:	12 March 2019
		Next Review:	March 2021

Where further evaluation is necessary before committing Council to undertake the work the applicant will be informed accordingly. If a request cannot be fulfilled in a reasonable timeframe the applicant will be advised, including an explanation of why this decision was taken.

Where an applicant is not satisfied with the Council’s decision, it is open to the applicant to lodge a complaint against the decision under Council’s Complaints Policy.

4.3 Timeframes for Response

The circumstances of individual requests for service will vary greatly. In the majority of cases requests will be processed promptly and the applicant advised verbally or by return post/email.

Routine requests are often subject to service response standards. For example, uncollected rubbish bins will be collected within 3 business days and assessment of public safety concerns will occur, where practicable, the same day a request is received.

Other requests may be best suited to scheduling to coincide with work in a particular suburb or season. Examples of this include tree pruning on Council streets and attention to minor drainage problems.

Requests for major works or new services will be referred for consideration as part of the next annual cycle of review and public consultation. Council staff will respond within 10 business days advising of Council’s intentions in regard to the request given major works may require gathering of information in addition to the information provided with the request.

4.4 Recording Requests for Service

A person can make application for a service in a number of ways:

- Completion of the appropriate form on Council’s website
- Telephone
- Email
- Letter
- Petition to Council
- Visit a Council customer service office.


All requests will be recorded in Council’s records management system in such a way that the information can also be analysed for service improvement opportunities.

4.5 Rejected Requests

All rejected requests will be recorded and may be reconsidered at a future date, such as in conjunction with the preparation of an Annual Business Plan and Budget. Council will receive a report on the number and nature of requests, including the percentage of rejected requests, at least twice a year.

5 COMPLAINT HANDLING

Council welcomes complaints as a way of improving its services and programs as well as providing an opportunity to put things right. Lessons learnt from complaints will be used to directly inform service improvements.

	C200 – REQUEST FOR SERVICE AND COMPLAINT POLICY	Version No:	4
		Issued:	12 March 2019
		Next Review:	March 2021

Emphasis is placed on resolving complaints as quickly as possible. However where complaints cannot be settled in the first instance, Council will ensure that they are dealt with through appropriate, more formal procedures by staff with the authority to make decisions.

Except for minor tier 1 responses, (refer 5.2 Procedures for resolving complaints below) Council will try to ensure that, whenever possible, complaints will be handled independently of the original decision-maker or officer involved in the matter that is the subject of the complaint.

A person can make a complaint in a number of ways:

- Complete the appropriate form on Council's website
- Telephone
- Email
- Letter
- Visit a Council customer service office.

All complaints will be recorded in Council's records management system in such a way that the information can also be analysed for service improvement opportunities.

Complainants will be advised of the likely timeframe required to investigate and resolve a complaint and regularly updated as to progress where necessary.

Employees will be trained to manage complaints efficiently and effectively, and provided with a level of delegated authority appropriate for the nature of complaints they are expected to resolve.

The following steps will be followed by staff to ensure complaints are dealt with efficiently and effectively:


1. Acknowledge complaints promptly
2. Assess the complaint - simple problems may not need to be investigated
3. Plan the investigation where one is warranted
4. Investigate the complaint
5. Respond to the complainant with a clear decision
6. Follow up any customer service concerns
7. Consider whether there are systemic issues which need correction.

5.1 Timeframes for Response

Where a complaint cannot be resolved immediately the complainant will be advised of the process to be undertaken. Council will respond within [5] business days, acknowledging receipt of the complaint and where possible, resolving it at that time. If a resolution is not possible at that time, the complainant will be kept regularly informed of progress, either by email, letter or personal contact.

5.2 Procedures for resolving complaints

Complaints may vary greatly in their level of complexity and seriousness. Wherever possible complaints will be resolved when first reported, but if necessary officers will escalate complaint handling as set out below.

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The complaints procedure consists of three tiers.

1. *Immediate response to resolve the complaint*

All staff are empowered to handle complaints in the first instance and it is preferable that they are dealt with promptly at the initial point of contact and at the appropriate officer level.

2. *Complaint escalated to a more senior officer*

A complaint will be directed to a more senior officer in the Council, where circumstances indicate that the complaint would be more appropriately handled at a higher level. This may occur, for example, where an officer has been involved in the matter that is the subject of the complaint, where the complaint is about an issue that requires a decision to be made at a more senior level, or where a complaint concerns a matter that ranges across more than one Council work area.

Internal review of a Council decision by statutory process

3. *Internal review of a Council decision under s270 of the Local Government Act 1999.*

This is a process established by legislation that enables a Council to reconsider all the evidence relied on to make a decision, including new evidence if relevant.

This process is generally a last resort in the complaint handling process, but may also be used in situations which are not able to be resolved by other means, such as a complaint about a decision of the CEO.

Refer Council's Internal Review of Council's Decisions Policy.

While Council prefers to work with its customers to resolve complaints quickly and effectively, a complainant will always retain the right to seek other forms of resolution, such as contacting the Ombudsman, or taking legal action at any time. Note however that as a general rule, the Ombudsman prefers a complaint to be addressed by Council in the first instance, unless this is not appropriate in the circumstances.


5.3 Alternative Procedures

There are other complaint procedures which apply to particular types of complaints. If the complaint would be more appropriately dealt with by another process this will be explained to the complainant at the outset.

For example:

- Complaints against a Councillor or the Chief Executive Officer
- Freedom of Information applications
- Insurance claims
- Decisions made under legislation other than the *Local Government Act*, such as the *Development Act 1993* or *Expiation of Offences Act 1996*.

In some instances, it may be appropriate to consider mediation, conciliation or neutral evaluation under the Council's scheme authorised by section 271 of the Local Government Act. Costs and expenses of the appointment and work of a mediator, conciliator or evaluator will be shared equally between the Council and the other party.

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5.4 Unreasonable Complainant Conduct

All complaints received by Council will be treated seriously and complainants will be treated courteously. However, occasionally the conduct of a complainant can be unreasonable. This may take the form of unreasonable persistence, unreasonable demands, a lack of cooperation, argumentative or threatening behaviour. What can be termed 'unreasonable' will vary depending on a number of factors and Council aims to manage these situations in a fair and equitable manner.

Where a complainant's behaviour consumes an unwarranted amount of Council resources or impedes the investigation of their complaint, a decision may be made to apply restrictions on contact with the person. Before making any decision to restrict contact, the complainant will be warned that if the specified behaviour(s) or actions continue, restrictions may be applied.

Any decision to suspend action on a complaint will be made by the Chief Executive Officer or his/her delegate and communicated in writing to the complainant in accordance with Council's Unreasonable Complainant Policy.

5.5 Using Complaints to Improve Service

Quality of service is an important measure of Council's effectiveness. Learning from complaints is a powerful way of helping to develop the Council and increase trust among the people who use our services.

In addition to making changes to procedures and practices where appropriate, Council will review and evaluate the information gained through its complaints handling system on an annual basis to identify systemic issues and improvements to service. Council will receive a report on the number and nature of complaints received, including the percentage of unresolved complaints, at least once a year.

Where appropriate, complainants will be provided with an explanation of changes proposed or made as a result of the investigation of their complaint.

5.6 Privacy and Confidentiality


Complainants have a right to expect that their complaint will be investigated in private, to the extent possible. The identity of complainants will be made known only to those who need to know in the process of investigating and resolving the complaint. The complaint will not be revealed or made public by the Council, except where required by law.

All complaints lodged with Council are subject to the Freedom of Information Act 1991 and confidentiality cannot be guaranteed under the provisions of that legislation.

5.7 Remedies

Where complaints are found to be justified Council will, where practicable, remedy the situation in a manner which is consistent and fair for both Council and complainants. The solution chosen will be proportionate and appropriate to the circumstances.

As a general principle the complainant should, so far as possible, be put in the position they would have been in, had things not gone wrong. This may mean providing the desired service or changing a decision. Sometimes, however, it may only be possible to offer an apology.

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Compensation will only be offered in cases where the loss or suffering is considered substantial. The Elected Council and the CEO are the only representatives authorised to offer financial compensation and may consult with the Local Government Association Mutual Liability Scheme before taking any such action.

5.8 Alternative Remedies

Council may seek to use alternative dispute resolution methods such as mediation to resolve a complaint in circumstances where the CEO or his/her delegate deems such a course of action appropriate and the complainant is amenable to that process.

When advising a complainant of the outcome of an investigation of a complaint, Council will provide information about alternative remedies, including any rights of appeal and the right to make a complaint to an external agency such as the SA Ombudsman.

6 REVIEW AND EVALUATION

In order to ensure Council continues to provide the best possible complaints handling service for its customers, this policy will be subject to periodic evaluation and review and within 12 months after each general election of Council.

7. AVAILABILITY OF POLICY

This Policy will be available for inspection at Council's principal office during ordinary business hours and to download free of charge from Council's website www.mountgambier.sa.gov.au. Copies will also be provided to interested members of the community upon request and payment of a fee in accordance with Council's Schedule of Fee and Charges.

8. FURTHER INFORMATION


The City of Mount Gambier's Contact Officers for advice about the policy and procedures for complaints are the following:

- Chief Executive Officer
- General Manager, Council Business Services
- Manager, Governance and Property

For further information about this Procedure please contact any of the above mentioned Officers, c/-

PO Box 56,
Mount Gambier SA 5290

Phone: 8721 2555,
Fax: 8724 9791,
Email: city@mountgambier.sa.gov.au.

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		Issued:	12 March 2019
		Next Review:	March 2021

File Reference:	AF18/56
Applicable Legislation:	Local Government Act 1999 s270
Reference: Community Plan	Our People Our Economy Our Location
Related Policies:	Internal Review of Council's Decisions Policy C290 Whistleblower's Protection Policy W150 Fraud & Corruption Prevention Policy F225 Members Complaints Handling Policy M265 Records Management R180
Related Procedures:	Complaints Procedures Unreasonable Complainant Conduct Records Management Procedures
Related Documents:	Managing Unreasonable Complainant Conduct - Practice Manual Code of Conduct for Council Employees Code of Conduct for Council Members

DOCUMENT DETAILS

Responsibility:	Team Leader Customer Experience
Version:	4.0
Last revised date:	19 September 2017
Effective date:	19 September 2017
Minute reference:	Council Meeting 19 September, 2017, Strategic Standing Committee - Item No. 13.4
Next review date:	March 2021
<u>Document History</u> First Adopted By Council: Reviewed/Amended:	16 February, 2010 21 March 2017, 19 September 2017, 12 March 2019

PROJECT PLAN SUMMARY

Project Reference:	2017-013	TRIM Ref.: AF17/ 42842
Project Name:	Lady Nelson Precinct	
Documented on:	29/11/2017	
Executive Sponsor:	Mark McShane	
Project Manager:	Judy Nagy	

1. PROJECT OBJECTIVE

To initiate the transition of Visitor Information Services (VIS) to a collaborative and flexible model between industry, Council and key stakeholders. This does not include repurposing of the Discovery Centre involving major building works.

2. PROJECT OUTCOME

- Make cosmetic changes (low cost and immediate) internally to the Lady Nelson Centre (TLN) as we transition to a more digital content.
- Mobile Unit to be used for tourism events, festivals, busy time periods and serve a multi-purpose including library and gallery outreach programs, community engagement initiatives and crisis/disaster relief station / access point.

3. PHASES, ACTIVITIES AND DECISION GATES

What are the key phases/stages, deliverables and decision gates for the project?

Phase	Deliverable	Decision Gate
Project Planning	Project Plan Summary Content to include in Council report	Approved by MET
Research	<ul style="list-style-type: none"> • Specifications and preliminary costings for Mobile Unit - Capex budget \$100K-\$150K TBC • Specifications and preliminary costings for cosmetic LNC changes - Capex budget \$50K TBC • VIS capability audit • Phased model incl. mobile unit • Operating model options and recommended model. • Opex budget mobile unit and TLN • Training requirements 	Reviewed by MET. Approved by Council.
Implementation strategy	<ul style="list-style-type: none"> • Register of key stakeholders • Project timelines • Key project milestones • Communications plan • Project budget – capex and opex 	Approved by MET
Launch	Launch event including budget \$1k	Approved by MET
Post Implementation Review	PIR Report	Approved by MET Endorsed by Council

4. LINKS AND DEPENDENCIES

This project has links to existing committees / groups / organisations:

- Elected members
- Tourism, TLN, Main Corner, Riddoch Art gallery, Community Development, Crisis Management Team, Finance .

This project has interdependency with and/or is dependent on:

- EM endorsement
- Budget.

5. DATES

Estimated start date	January 2018
Project Plan approved by executive team	November 2017
Project Plan approved by Strategic Cmtd followed by Council TBC	December 2017
Implementation Strategy	January-February 2018
Estimated end date	
- TLN and MC	31 March 2018
- Mobile Unit launch	30 June 2018
Post Implementation Review	21 December 2018

Are there any time considerations that must be considered for this project?

- Lead time to procurement and fit out Mobile Unit
- HR and training considerations.

6. BENEFITS

- Connecting Council and the Community using a collaborative and flexible model
- Extend the reach of existing VIS
- Expanding City of Mount Gambier visitor economy
- Transition VIS to digital and emerging technologies
- Option to use Mobile Unit as a backup crisis centre

7. RISKS

- Budget inadequate
- Available resources/fit-out not meeting expected needs
- Operating model not meeting expectations
- Management and staffing challenges of resourcing and driving Mobile Unit
- Inability to recruit eligible volunteers.

8. ISSUES

The issues (other than risks) that this project needs to consider are:

Issue No.	Description
1	Appropriate mobile vehicle, wrap and fit out available
2	Staff / volunteers drivers
3	Disability access
4	WiFi access
5	Parking permits and protocols for load limits and access

9. RESOURCES

The resources (e.g. people, financial, infrastructure) required for this project are:

People needed	Skills / experience needed	FT or PT or contract
Project Manager (Judy)	Knowledge, leadership, project management	
Governance	Insurance	
Finance	Budget, opex, capex, cost per hour operating costs, registration	

SUMMARY

Design/Building	Access to design and project plan/manage refit	
Procurement	Management of procurement process	
Admin and Support	For ongoing administration, oversight (including site management e.g. cleanliness damage, repairs, routine maintenance, call-outs, etc.	

Financial resources needed	Capex or opex?	Existing or additional budget?	Budget \$
Mobile Unit – reduction in the number of vehicles	Capex	Existing	\$150,000
Refit TLN	Capex	Existing	\$50,000
Launch	Opex	Absorb in existing	\$1000
Operating model	Opex	TBC	\$TBC


10. EXECUTIVE APPROVAL

Considered on:

Approved on:

Status reported on:

Post Implementation Review:

 City of Mount Gambier	COUNCIL POLICY O110 ORDER MAKING	Version No:	10
		Issued:	February 2015
		Next Review:	February 2020

1. INTRODUCTION

- (a) This document sets out the policy of the City of Mount Gambier (“Council”) for the making of Orders.
- (b) The City of Mount Gambier is committed to using the order making powers available to it under the Local Government Act 1999 in such a way as to facilitate a safe and healthy environment, and to improve the amenity of the locality, and generally for the good governance of its area.
- (c) This Policy sets out the principles and processes Council and any Council Officers acting under delegated authority will consider in the making of orders.

2. SCOPE

- (a) Section 259 of the Local Government Act 1999 requires Council to take reasonable steps to prepare and adopt policies relating to Order Making. Chapter 12, Part 2, Section 254 of the Act relates to power to make orders.
- (b) This Policy will apply to those circumstances listed in Section 254, which states that Council may order a person to do, or refrain from doing something as specified in the table included within that Section of the Act. Excerpt from Section 254:

Column 1	Column 2	Column 3
To do or to refrain from doing what?	In what circumstances?	To whom?
2. Hazards on lands adjoining a public place (1) To fence, empty, drain, fill or cover land (including land on which there is a building or other structure). (2) To remove overgrown vegetation, cut back overhanging branches, or to remove a tree. (3) To remove or modify a flag or banner, a flagpole or sign, or similar object or structure that intrudes into a public place. (4) Where the public place is a road—to take action necessary to protect the road or to remove a hazard to road users. Examples—	(1) A hazard exists that is, or is likely to become, a danger to the public. (2) The vegetation, branches or tree create, or are likely to create, danger or difficulty to persons using a public place. (3) The relevant object or structure creates, or is likely to create, danger or difficulty to persons using a public place. (4) A situation exists that is causing, or is likely to cause, damage to the road or a hazard to road users.	(1) The owner or occupier of the land. (2) The owner or occupier of the land. (3) The owner or occupier of the land. (4) The owner or occupier of the land.

<ul style="list-style-type: none"> · To fill an excavation, or to prevent drainage of water across the road. · To construct a retaining wall or to remove or modify a fence. · To fence land to prevent the escape of animals. · To remove a structure or Vegetation near an intersection. 		


4. Inappropriate use of vehicle To refrain from using a caravan or vehicle as a place of habitation.	A person is using a caravan or vehicle as a place of habitation in circumstances that— <ul style="list-style-type: none"> (a) present a risk to the health or safety of an occupant; or (b) cause a threat of damage to the environment; or (c) detract significantly from the amenity of the locality. 	The owner or occupier of the land or a person apparently occupying the caravan or vehicle.
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A reference in the table to an animal or animals includes birds and insects.

- (c) In addition to Section 254, this policy will also apply to the making of any orders under 216 (Power to order owner of private road to carry out specified roadwork), 217 (Power to order owner of infrastructure installed on road to carry out specified maintenance or repair work) and 218 (Power to require owner of adjoining land to carry out specified work).
- (d) As additional issues arise Council will need to list its intentions to issue orders by giving examples in addition to those specified in the table in Section 254 of the Act. Any additional issues will be annexed to an updated version of this Policy.

3. GUIDING PRINCIPLES

- (a) When considering making an Order within the scope of this Policy the City of Mount Gambier will consider the following principles, which are considered central to effective resolution of local nuisances on private land:
 1. Every reasonable effort will be made to resolve the matter by negotiation prior to instigating the order making process.
 2. Each case for the possible use of the order making powers will be assessed on its individual merits. Factors that will be considered include:
 - Severity or seriousness of the incident


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- Extent of hazard/danger posed to the community
- Nature and level of risk to health/safety of the community
- Extent of detracting from the amenity of the locality
- Impact on the environment
- Occurrence of the activity/incident e.g. frequency, duration.
- Impact of any previous actions to overcome the problem
- Any public interest issues
- The evidence available
- Implications of not taking any action.

3. Procedural fairness and natural justice.

4. PROCESS

- (a) Except in the case of an emergency, the initial response to complaints of local nuisance will generally be a personal visit or telephone call by an authorised officer to attempt to resolve the matter with as little formality as possible.
- (b) If this approach is not effective, a letter detailing the complaint, the required action to resolve the matter and stipulating a reasonable timeframe, will be sent to the occupier of the land.
- (c) Except in the case of an emergency, If this still does not result in a satisfactory outcome the formal order making process will be instigated by giving the person to whom an order is intended to be directed, a notice of intention to issue an order detailing the information required by Section 255 of the Act, including:
1. The proposed action
 2. Reasons for the proposed action
 3. Terms of the proposed order
 4. Period within which compliance with the order is required
 5. Penalties for non compliance
 6. Opportunity to give reasons in writing to Council within 14 days of notification, on why the proposed order should not be given.
- (d) Where protracted informal negotiations have failed to achieve the desired outcome, the first letter from Council may be the formal notice of intention to issue an order.
- (e) Where the order is intended to direct a person who is not the owner of the land to take certain action, reasonable steps will be taken to serve a copy of any notices or orders on the owner of the land.
- (f) Where representations are received about a proposed order, the delegated officer may:
1. Make the order on the terms of the original proposed order
 2. Make an order with the modifications from the terms of the original proposed order (and not give further notice before making the modified order), or
 3. Determine not to proceed with making the order.
- (g) In cases where the delegated officer considers the circumstances or activity constitutes or is likely to constitute:
1. a threat to life; and

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2. immediate threat to public health or public safety; or
3. an emergency situation;

and that immediate action is required, the order and required compliance may be imposed without undertaking the above notification process.

5. REVIEW RIGHTS


- (a) Pursuant to Section 256 any person to whom an order is issued (including an order issued under Sections 254, 216 or 218) has a right to appeal against the order.
- (b) Any such appeal must be lodged within 14 days of that person's receipt of the order.
- (c) The Council will ensure that reference is to the right of review is included in any order issued.

6. NON COMPLIANCE

- (a) If an order is not complied with within the time fixed for compliance (or if there is an application for review, within 14 days after the determination of the review) the Council may (subject to the outcome of any review) take the action required by the order.
- (b) The reasonable costs and expenses incurred by Council in taking action under this section may be recovered by Council as a debt from the person who failed to comply with the requirements of the order.
- (c) Where any amount is recoverable by Council, Council may, by notice in writing to the person, fix a period, being not less than 28 days from the date of the notice, within which the amount must be paid and, if the amount is not paid by the person within that period, the person is liable to pay interest and Council may impose a charge over the land for the unpaid amount, together with interest, in accordance with section 257(5) of the Act.
- (d) Non-compliance with an order of Council is an offence for which a person may incur a statutory penalty provided for in the Act. Section 258 of the Act provides for a maximum penalty of \$2,500 and an expiation fee of \$210 for failure to comply with an order issued under the Act.
- (e) Under Section 217, if the order is not complied with within the time specified in the order:
 1. Council may carry out the action required by the order and recover the cost of doing so as a debt for the owner; and
 2. the owner is guilty of an offence and liable to a maximum penalty not exceeding \$5,000.

7. RESPONSIBILITIES AND DELEGATIONS

- (a)
- (b) Council may delegate the power to issue orders under Sections 254, 216 and 218 of the Act to the Chief Executive Officer and the CEO may further sub delegate these powers.

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File Reference:	
Applicable Legislation:	Local Government Act 1999
Reference:	Community Plan 2016 - 2020
Related Policies:	
Related Procedures:	
Related Documents:	

DOCUMENT DETAILS

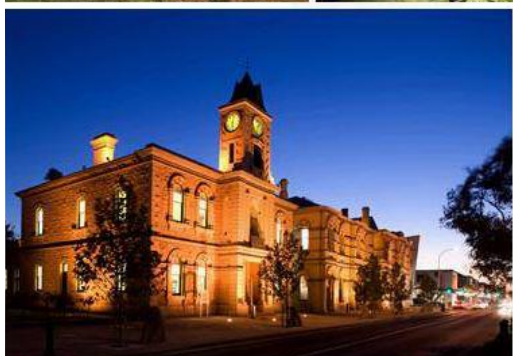
Responsibility:	General Manager City Growth
Version:	11.0
Last revised date:	19 th February, 2019
Effective date:	To be updated
Minute reference:	17 th February, 2015 - Operational Services, Item 7
Next review date:	February, 2020
<u>Document History</u> First Adopted By Council: Reviewed/Amended:	20 th July 2000 21 st October 2003; 16 th November 2004; 15 th November 2005; 28 th November 2006; 20 th November 2007; 19 th November 2008; 17 th February 2009; 21 st December 2010; 17 th February 2015, 19 th February 2019

Site	Address	Category	Asset Description	i005	Zoning - Planning	VG (1) - Category For Rating Purposes	VG (1) - Capital Value	Lease/Licence / Occupancy	Current / Past Use	Other Information / Notes	Public Facing Walls
17 Elizabeth St - Vacant	17 Elizabeth Street	Land Parcel	17 Elizabeth St - 100	CT5825/659	Residential Zone and Mount Gambier (City) Historic (Conservation) Policy Area	Other	\$ 110,000.00	Occupancy ended	Foodbank/Migrant Resource Centre -	Excluded 18/06/2002	Yes
9 Penola Road	9 Penola Rd 9 Penola Road	Buildings/Structures Land Parcel	9 Penola Road - Vacant 9 Penola Road - 400	(blank) CT5708/290	City Centre Zone	Commercial	\$ 480,000.00	Occupancy ended	South East Legal Services - Currently	Excluded 18/06/2002	Yes No
Boandik Terrace Blowhole	1B Hanson Street / Boandik Terrace	Land Parcel	Boandik Terrace Blowhole - 52	CT6110/506	Residential Zone and Local Heritage Place	Other	\$ 225,000.00			CHECK - Is listed as reserve on CT (requiring revocation to remove community land classification - and has its own community land management plan)	No
Carpark - 15 Percy Street	15 Percy St	Land Parcel	Percy St-Hedley St Carpark - 229	CT5610/754	City Centre Zone	Commercial	\$ 275,000.00			Excluded 18/06/2002	No
Civic Precinct	10 Watson Terrace	Land Parcel	Civic Centre - 237	CT6135/284	City Centre/Cave Gardens and Environs State Heritage Area	Other	Council - \$2,961,750 Theatre - \$6,513,250			Excluded 18/06/2002 - Old CT Reference 5210/381 & 5134/241 - Co-Owned with Country Arts SA	No
	5 Sturt Street	Buildings/Structures	Civic Centre Garden Curators Store Public Library Varcoe Building	(blank) (blank) (blank) (blank)							No
		Land Parcel	Car Park - 9	CT5209/967		Commercial	\$ 600,000.00			Excluded 19/08/2009	
	6 Watson Terrace	Land Parcel	Library - 238	CT6092/352		Commercial	\$ 14,670,000.00	Licence (Café) - til 17/12/2019		Excluded 18/06/2002 - New CT 6092/352	Yes
Commerce Arcade					City Centre Zone					Excluded 18/06/2002	Yes
Commerce Place/Lawrence Street Carpark	7 Lawrence Street	Land Parcel	Lawrence St Carpark - 259	CT5904/443	City Centre Zone/Mount Gambier (City) Historic (Conservation) Policy Area	Commercial	\$ 87,000.00			Excluded 18/06/2002 - Old CT Reference 5717/457	No
Council Works Depot	265 Commercial Street West	Buildings/Structures	Christmas Parade Storage - Mens Shed Council Records Storage Shed Dog Compound Hot Mix Shed Nativity Scene Parks and Garden Shed Signs Store 1 Signs Store 2 Staff Amenities and Office Trailer Shed Vehicle Shed Vehicle Storage Shed Wash Bay Woodchip Storage Shed Workshop	(blank) (blank) (blank) (blank) (blank) (blank) (blank) (blank) (blank) (blank) (blank) (blank) (blank) (blank) (blank)	Light Industry Zone	Other	\$ 1,100,000.00				Yes No Yes
		Land Parcel	Council Works Depot - 167	CT5727/722						Excluded 18/06/2002	
	271 Commercial Street West	Land Parcel	Council Works Depot - 176	CT5727/721						Excluded 18/06/2002	
Elizabeth Knight Reserve	L200 Lake Terrace West	Buildings/Structures	Old Hospital Laundry Shade Shelter and Barbecue	(blank) (blank)	Community Zone/Lakes Perimeter Policy Area	Vacant Land	\$ 3,550,000.00				Yes Yes
		Land Parcel	Elizabeth Knight Reserve - 553	CT5888/558						Excluded 30/08/2011	Yes
Orchard Road Landfill	Orchard Rd - East Side	Buildings/Structures	Shed	(blank)	Primary Production Zone			DC Grant DC Grant DC Grant		Located in DC Grant Excluded 18/06/2002 - Located in DC Grant Excluded 18/06/2002 - Old CT Reference 4047/969 - Located in DC Grant	No No No
		Land Parcel	Orchard Road Landfill - 10 Orchard Road Landfill - 11	CT5427/997 CT5827/571							No No
Railway Lands	1 Railway Terrace	Buildings/Structures	Former Signal Box Public Toilet Railway Shelter Railway Station Building Railway Store Sun Shelter 1 Sun Shelter 2	(blank) (blank) (blank) (blank) (blank) (blank)	City Centre Zone/Mount Gambier (City) Historic (Conservation) Policy Area	Other	\$ 3,025,000.00				No No Yes
		Land Parcel	Railway Lands - 7	CT5962/701						Excluded 15/06/2005	No
ReUse Market - 3 Eucalypt Drive	3 Eucalypt Drive	Buildings/Structures	ReUse Market Shed	(blank) (blank)	General Industry Zone	Industrial	\$ 400,000.00				No
		Land Parcel	3 Eucalypt Drive ReUse Market - 387	CT5403/667						Excluded 18/06/2002	Yes
Vacant - 1 Lawrence Street - 592	1 Lawrence Street	Land Parcel	Vacant - 1 Lawrence Street - 592	CT5841/317	City Centre Zone	Vacant Land	\$ 210,000.00		Former CWA Hall - now vacant land	Excluded 15/11/2016 - requires Gazettal Notice	No
Waste Transfer Centre	5 Eucalypt Drive	Buildings/Structures	ReUse Market Salvage Shed Waste Collection Shed Waste Oil Recycling Unit WTC Admin Building	(blank) (blank) (blank) (blank)	General Industry Zone	Industrial	\$ 950,000.00				No No No No
		Land Parcel	Waste Transfer Station - 389	CT5403/669						Excluded 18/06/2002	No
L1013 O'Leary Road (Lot 502 TBC)	L1013 O'Leary Rd	Land Parcel	Vacant - 1013 O'Leary Rd - 184	CT6009/382	Residential	Other	\$ 1,000.00			Excluded 18/06/2002. Narrow strip of land providing access to a storm water reserve and forms part of a road	No
James Street Carpark - Ripley Arcade	8 James Street	Buildings/Structures	Ripley Arcade Public Toilet Shelter and Wall Shelter-Canopy Steel Framed Canopy	(blank) (blank) (blank) (blank)	City Centre Zone	Other Other	\$ 540,000.00				No Yes Yes No
		Land Parcel	James St Carpark - 270	CT6010/256						Excluded 18/06/2002 - Old CT Reference 5784/613 & 5101/659.	No
58 Gray Street	58 Gray Street	Land Parcel	Vacant - 58 Gray Street - 383	CT5374/238	City Centre Zone	Other	\$ 30,500.00			Excluded 18/06/2002. Physical vehicle access currently provided over privately held carparks.	No
3 Lawrence Street	3 Lawrence Street	Land Parcel	Vacant - 3 Lawrence Street - 392	CT5455/508	City Centre Zone	Vacant Land	\$ 105,000.00			Excluded 18/06/2002	No
James Street - Gray Street Carpark	33 Gray Street	Land Parcel	James St-Gray St Carpark - 271	CT6010/255	City Centre Zone	Commercial	\$ 196,000.00			Excluded 18/06/2002 - Old CT Reference 5101/659	No
James Street Carpark - Public Toilets	18 James St 18 James Street	Buildings/Structures Land Parcel	James Street Public ToiletS James St Carpark - 255	(blank) CT5858/875	City Centre Zone	Commercial	\$ 290,000.00			Excluded 18/06/2002 - Old CT Reference 648/195	No No

			James St Carpark - 256	CT5858/895					Excluded 18/06/2002 - Old CT Reference 648/196	Yes	
Percy Street - Alexander Street Carpark	3 Percy Street	Land Parcel	Carpark - Percy St/Alexander St - 225	CT5757/647	City Centre Zone	Commercial	\$ 162,000.00		Excluded 18/06/2002	No	
			Carpark - Percy St/Alexander St - 226	CT5761/21					Excluded 18/06/2002		
			Carpark - Percy St/Alexander St - 230	CT5472/940					Excluded 18/06/2002		
49 Penola Road	49 Penola Road	Land Parcel	Penola Road Reserve - 135	CT5798/310	Residential Zone	Other	\$ 42,500.00		Excluded 18/06/2002. Intersection of Penola Road and Jubilee Hwy (Reserve)	No	
18 Ferrers Street	18 Ferrers Street	Land Parcel	Carpark - 18 Ferrers Street - 520	CT5667/77	City Centre Zone	Other	\$ 235,000.00		Excluded 21/04/2009	No	
24 Margaret Street	24 Margaret Street	Buildings/Structures	Public Toilets	(blank)	City Centre Zone/Mount Gambier (City) Historic (Conservation) Policy Area	Other	\$ 1,110,000.00			No	
		Land Parcel	24 Margaret Street - 509	CT5523/74				Other		Excluded 21/04/2009	No
5GTR - 25 Alexander Street	25 Alexander St 25 Alexander Street	Buildings/Structures	5GTR FM Radio	(blank)	Residential Zone	Commercial	\$ 81,000.00			No	
		Land Parcel	25 Alexander Street - 109	CT5180/718					Monthly tenancy to 5GTR-FM - pending transfer	Radio Station	Excluded 21/08/2018 - Resolution to transfer to 5GTR-FM - pending transfer documentation
44 James Street	44 James Street	Land Parcel	44 James Street - 251	CT5761/637	City Centre Zone	Vacant Land	\$ 109,000.00		Senior Citizens Carpark	No	
46 James Street	46 James Street	Buildings/Structures	Former Dwelling	(blank)	City Centre Zone	Commercial	\$ 173,000.00				
		Land Parcel	46 James Street - 93	CT5543/812					Lease to Western Border Football Association - monthly tenancy		Excluded 18/06/2002
Cleanaway - 7 Eucalypt Drive	7 Eucalypt Drive	Buildings/Structures	Cleanaway - Washbay	(blank)	General Industry Zone	Industrial	\$ 415,000.00			Yes	
			Cleanaway Office/Workshop	(blank)					Lease to Cleanaway to 30/9/2022		
		Land Parcel	7 Eucalypt Drive - Cleanaway - 388	CT5403/668							
Icehouse Basketball Stadium - 451 Commercial	451 Commercial Street West	Buildings/Structures	Ice House Basketball Stadium	(blank)	Country Living Zone	Commercial	\$ 560,000.00			Yes	
		Land Parcel	Icehouse Basketball Stadium - 379	CT5124/844					Lease to Basketball MG Inc - monthly tenancy		
Wehl Street Theatre - 7 Wehl Street South	7 Wehl Street South	Buildings/Structures	Old TAFE Classroom	(blank)	City Centre Zone/Mount Gambier (City) Historic (Conservation) Policy Area	Commercial	\$ 390,000.00				
			Wehl Street Theatre	(blank)					Lease to CentreStage Theatre Inc to 31/10/2019. Heritage.		
		Land Parcel	Wehl Street Theatre - 247	CT6010/257							Excluded 18/06/2002 - Old CT Reference 5558/66
Commerce Place Carpark	2-14 Commerce Place	Buildings/Structures	Shade Canopies	(blank)	City Centre Zone	Commercial	\$ 800,000.00			No	
		Land Parcel	Commerce Place Carpark - 257	CT5904/442					Excluded 18/06/2002 - Old CT Reference 5681/242	Yes	
			Commerce Place Carpark - 260	CT5843/709					Excluded 18/06/2002	No	
			Commerce Place Carpark - 261	CT5904/444					Excluded 18/06/2002 - Old CT Reference 5662/936		
			Commerce Place Carpark - 262	CT5904/441					Excluded 18/06/2002 - Old CT Reference 5678/90		
			Commerce Place Carpark - 263	CT5811/954					Excluded 18/06/2002		
			Commerce Place Carpark - 264	CT5840/996					Excluded 18/06/2002		
			Commerce Place Carpark - 265	CT5844/15					Excluded 18/06/2002		
			Commerce Place Carpark - 266	CT5904/440					Excluded 18/06/2002 - Old CT Reference 5807/14		
			Commerce Place Carpark - 267	CT5904/439					Excluded 18/06/2002 - Old CT Reference 5488/686		
Hastings Cunningham Reserve (Portion)	Shepherdson Road	Land Parcel	Reserve and Dog Park	5808/209	Residential Zone	Other	\$ 1,075,000.00	Licence to Apollo Soccer Club (portion). Land Management Pan in place.	Soccer / Dog Park	Excluded 18/06/2002 - any subsequent resolution to re-classify as community land? Contained in a Community Land Management Plan	No
Corriedale Park	Wireless Road West	Land parcel		6070/312	Residential Zone	Vacant Land	\$ 395,000.00	Licence to Uniting Church (Tennis) & Blue Lake Archers - monthly tenancies	Open space, tennis and archery	Excluded 18/06/2002 - old CT Reference 5810/353 - any subsequent resolution to re-classify as community land? Contained in a Community Land Management Plan	No
Caroline Landfill	Corner of Vorwerk Road and Kain Road, YAHL			5586/233	Primary Production	Industrial	\$ 305,000.00		Previously Grazing. Now Landfill.	Located in DC Grant	No

Note:

1. VG - Valuer General



City of
Mount Gambier

Long Term Financial Plan 2019/2020 to 2028/2029

MARCH 2019

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1. LONG TERM FINANCIAL PLAN FRAMEWORK

1.1 Introduction

The Local Government Act 1999 (the Act) requires Council to develop and adopt Strategic Management Plans (the Plans), including preparation of a Long Term Financial Plan (LTFP). The Strategic Management Plans may be reviewed at any time but Council must in any event, undertake a comprehensive review of the Plans within two (2) years after each general election of the Council.

The LTFP expresses in financial terms the activities Council proposes to undertake over the medium to longer term. The objective of Council's LTFP is to guide the direction of Council in a financially sustainable manner while balancing meeting the needs and expectations of our community and achieving Council's corporate objectives specified in the Community Plan and aligned strategies. The LTFP ensures there is understanding of the impact of decisions made today on Council's future sustainability over a period of at least ten (10) years.

Council operates under a continuous improvement philosophy to accommodate and respond to legislative, economic, political, fiscal and operational environment changes. Each year Council reviews and updates its LTFP as part of the Integrated Planning and Budget Framework and to ensure it reflects and aligns with our changing environment.

To illustrate the expected long term financial performance and whether financial sustainability is being achieved, the LTFP must be presented in a manner consistent with the relevant South Australia Model Financial Statements for each future year covered. This includes estimates of the key financial ratios: operating surplus, net financial liabilities and asset sustainability ratio.

1.2 Strategic Planning Framework

The Community Plan - The Futures Paper 2016-2020 (the Community Plan) and a sound research based earlier long term strategic plan the Futures Paper provide the strategies and actions to guide Council into the future and serve as a blueprint to build a progressive, knowledge based City that embraces new technologies, culture and sustainable living.

1.2.1 The City Development Framework Project

Council's Integrated Planning and Budgeting Framework (the Framework) provides a robust and planned approach to planning for the current and future challenges facing the City. The Framework encompasses the development of strategies incorporating economic, social, environment and community opportunities and aspirations aligned to the Community Plan.

1.2.2 The Community Plan

The Community Plan represents Council's vision, aspirations and priorities of the Community through to 2020. It describes Council's values, how we work together and outlines the strategic initiatives to achieve ongoing sustainability and prosperity. The Community Plan was endorsed by Council in May 2016. The Council is currently reviewing the Community Plan in accordance with the Act and must complete this review within two years of the Local Government Election held in November 2019.

The Community Plan and the Futures Paper are Council's key strategic documents and are supported by:

- Long Term Financial Plan (LTFP)

- Infrastructure and Asset Management Plans (IAMP)
- Annual Business Plan and Budget (ABP&B).

These plans identify the direction, services, facilities and service levels that Council plans to provide for the Community, for a period of the Strategic Management Plans.

1.2.3 Our Vision

An inclusive city where people lead fulfilling lives

The richness and diversity of our:

- Our People;
- Our Location;
- Our Economy; and
- Our Climate, Natural Resources, Art, Culture and Heritage

makes Mount Gambier the thriving successful place that people are proud to live, work, visit and invest in. These four goals collectively contribute towards the future development growth and prosperity of the City and form the goals of the Community Plan.

Council aspires to create and sustain vibrancy, promote our identity and build a strong reputation as a place to live, work, visit and invest. To provide a future for our people and future generations we need strong leadership, commitment, collaboration, investment, economic growth and employment as well as recreational and educational opportunities.

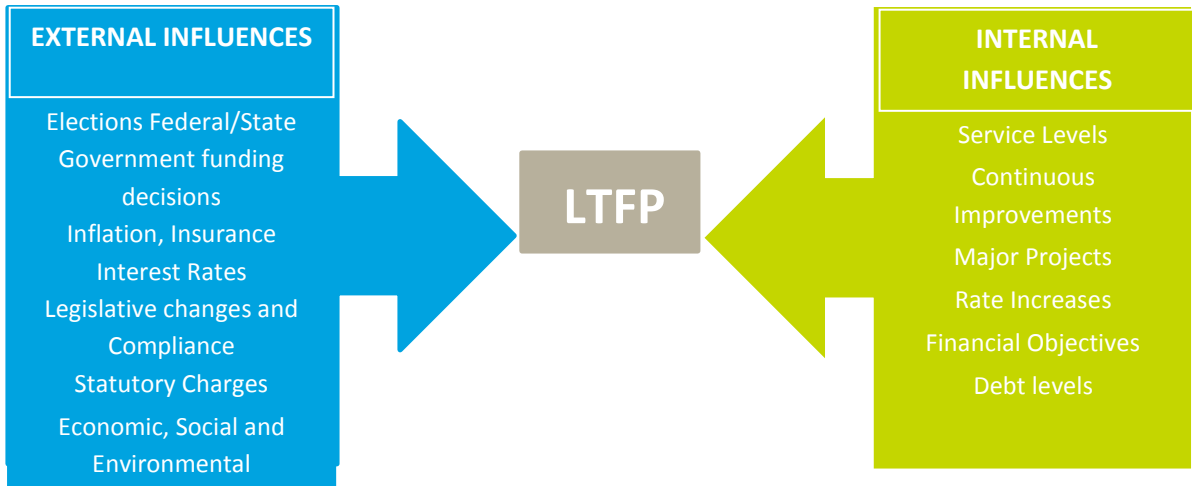
The four goals identify what is important to the Community and how the Community want to contribute and see the City develop and grow. Working together, Council and the Community can collectively achieve these goals.

1.3 Long Term Financial Plan Review, Input and Analysis

The annual review process provides an opportunity to refine and update the assumptions and information that Council’s LTFP is based upon. The financial reports and information at the center of the current review include:

- 2017/2018 Audited Financial Statements
- 2018/2019 Annual Budget and mid-year (quarter one) budget review as at 30 September 2018
- 2019/2020 to 2028/2029. Infrastructure and Asset Management Plans

The LTFP incorporates a number of other factors arising from the dynamic and continually changing environment that Council operates. Council is not able to control all of these factors, namely external influences.



1.3.1 Key Assumptions

Council's financial projections over the long term planning horizon are not intended to be a prediction of financial position or performance, rather an indication of direction and financial capacity. Projections are shaped by a variety of underlying and dynamic assumptions including the continuation of existing services at current service standards and no changes to services or investment in new or upgraded assets other than what is already planned and approved. Any material changes to services, investments, new assets may require the LTFP to be reviewed prior to the next scheduled review.

Significant issues and assumptions identified in developing projections for 2019/2020 and future years include:

- Commitments by Council to support major infrastructure projects and/or third party major projects and/or third party projects subject to successful grant application outcomes.
- Increase in the Environment Protection Authority's solid waste levy
- Changes in market conditions associated with soft plastics, glass, cardboard and paper recyclable products
- Council Rates: 4.5% increase (2019/2020 - 2028/2029)
- Employee Costs: 2% annual increase linked to the current Enterprise Bargaining Agreements, Award increments, periodic reclassifications and modest growth in staffing to support new strategies
- Consumer Price Index and Local Government Price Index
- Insurance premium increases on average 4-5% for 2019/2020
- Unknown movement in Federal Government Assistance Grants
- Legislative changes (e.g. State : Planning Development and Infrastructure Act reform and potential rate capping in South Australia; Federal: citizenship ceremony changes)
- Cost shifting from other tiers of government onto councils
- Annual real increases at least in line with CPI for Financial Assistance Grants.

Council ensures, where possible, these issues will be offset by aggregate projected operating revenues and proposed variations in the range and level of services provided whilst maintaining overall financial sustainability. This requires prioritisation, discipline and robust balancing of competing strategies and initiatives.

The following strategies and initiatives include capital works projects that are not included in the LTFP as they require further Council consideration, detailed costing and financial analysis and/or are subject to community consultation:

- Public Arts Strategy
- Youth Strategy
- Cultural and Heritage Strategy.

Any other capital works projects for the final five years of the term of the LTFP remain unallocated as this allows Council to review its position in this regard. At any point in the future, Council has the flexibility to determine allocation of further capital works projects, elect to increase or reduce debt or a combination of these.

1.4 Financial Sustainability

A Council's long-term financial performance and position is sustainable where planned long-term service and infrastructure levels and standards are met without unplanned increases in rates or disruptive cuts to services.

Definition endorsed at the National General Assembly of Local Government in Canberra, November 2006.

Why is it important?

Financial sustainability is important to ensure that each generation 'pays their way', rather than any one generation living off their assets and leaving it to future generations to repay the debt and/or replacing worn out buildings, infrastructure and equipment.

Council is the custodian of infrastructure and assets with a current value in excess of \$241 million. Council is responsible for ensuring these assets are managed efficiently, effectively and sustainably; that decisions regarding the acquisition of new assets and the sale, renewal and maintenance of existing assets are undertaken openly and transparently.

Sound asset management is fundamental to financial sustainability and thus Council's IAMP materially influences and informs the LTFP.

Council is disproportionately exposed to financial risk over the longer term if the planning and budget process has little regard for internal and external influences and ongoing costs/cost increases associated with the maintenance and renewal of its assets beyond the current budget period. It is incumbent on Council to carefully consider information about the stock and service levels of infrastructure, other services, assets and the contribution current ratepayers make to their consumption.

The Act requires Council to prepare an IAMP Plan covering a period of at least 10 years that addresses these considerations.

How is it measured?

To ensure that each generation 'pays their way', it is crucial that current ratepayers effectively fund the current net cost of services provided and community assets consumed. Failure to achieve this intergenerational equity leaves future generations effectively subsidising the current cost of service provision and/or asset consumption.

Council's financial sustainability is measured by the operating surplus/(deficit) as disclosed in Council's Statement of Comprehensive Income. Council's long-term financial sustainability is dependent upon ensuring that, on average, over time its expenses are less than its revenue.

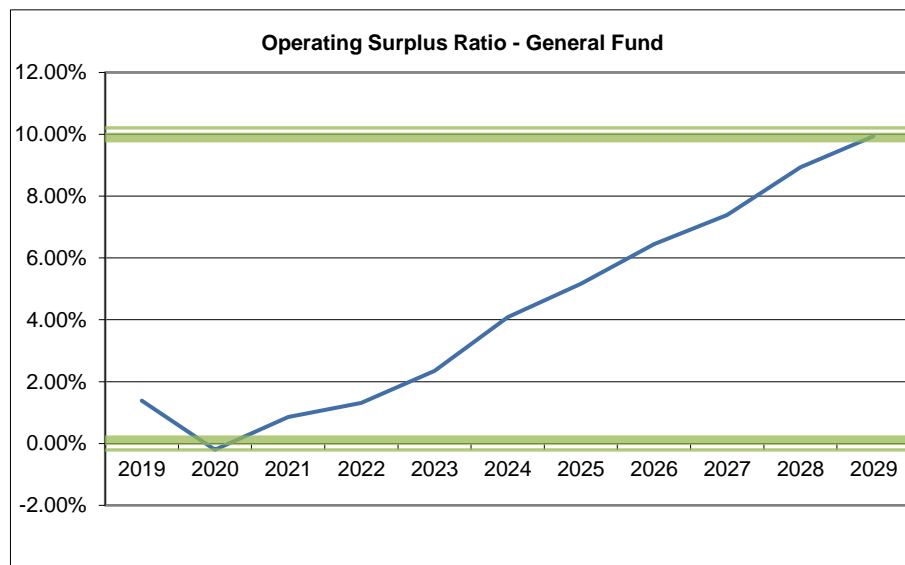
The following SA Local Government sector wide indicators, expressed as ratios, have been developed to focus attention on factors identified as key to securing long-term financial security.

Key Financial Indicator			Min.	Max.
Operating Surplus Ratio (OSR)	By what % does the operating income vary from operating expenses?	The OSR is the operating surplus expressed as a percentage of operating income.	0%	10%
Net Financial Liabilities Ratio (NFLR)	How significant is the net amount owed to others, compared with operating income?	The NFLR is calculated by expressing net financial liabilities at the end of a financial year as a percentage of operating income for the year. If the ratio falls, over time, this indicates that Council's capacity to meet its financial obligations from operating income is strengthening.	0%	100%
Asset Sustainability Ratio (ASR)	Are Assets being renewed and replaced in an optimal way?	The ASR is calculated by measuring capital expenditure on renewal or replacement of assets for a period, divided by the optimal level of such expenditure proposed in Council's Infrastructure and Asset Management Plan.	90%	110%

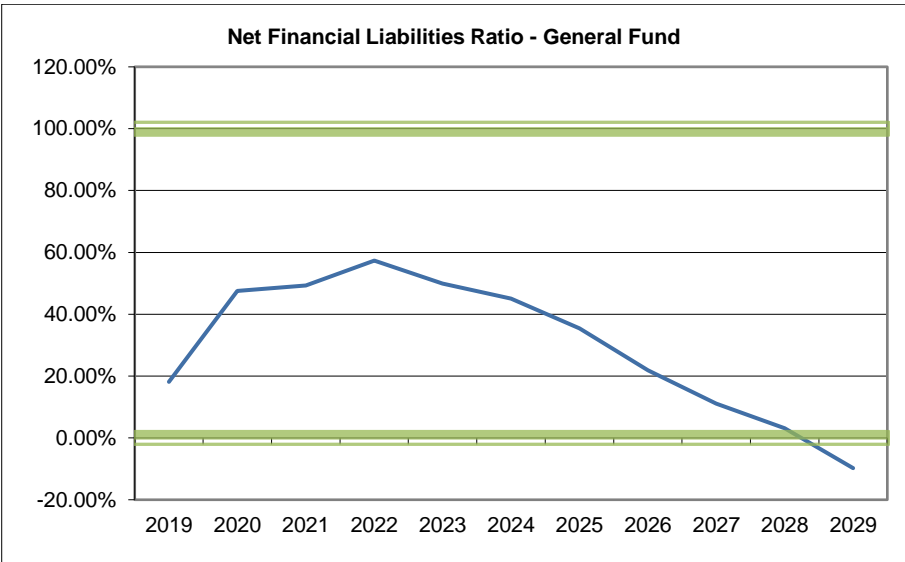
Local Government Association of South Australia, Financial Sustainability, Information Paper 9, Financial Indicators

1.4.1 Forecast Key Financial Indicators

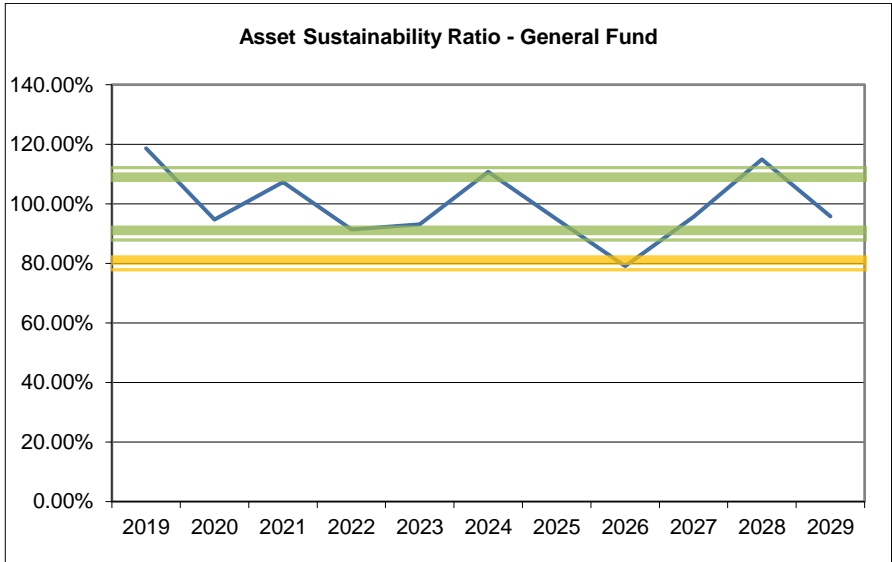
The following graphs illustrate the financial sustainability of the City of Mount Gambier over the life of the LTFP.



The City of Mount Gambier is forecast to meet Operating Surplus Ratio standards for the life of this LTFP.



The City of Mount Gambier is in a very strong financial position. The Net Financial Liabilities Ratio is falling, indicating that Council will have capacity to meet its financial obligations from operating revenues over the longer term. This is due to a combination of revenue forecast to increase and liabilities forecast to decrease.



On occasions, Council will accelerate or reduce asset expenditures over time to compensate for prior events and annual budget fluctuations, or invest in assets by spending more or less now to reduce or increase future maintenance expenses.

The City of Mount Gambier has been investing in refining key inputs and assumptions in its asset management plans. This is now a core component of Council’s asset management function. Due to this Council’s asset sustainability ratio is forecast to achieve at least 80% or higher over the life of the LTFP. Prior to this work Council’s asset sustainability ratio averaged 63%. Two key drivers influencing the change in asset sustainability ratio are:

- Initial landfill cell construction classified as new. Classification of subsequent construction of landfill cells is now being classified as renewal. Consistent with better practice landfill classifications and the reason for this is it effectively increases Council’s capacity to fill air space with waste.
- High level forward planning for Council’s buildings and structure assets.

1.4.2 Long Term Financial Plan Projections

The financial projections contained in this LTFP are based on a variety of estimates and assumptions. A modest change in one may have a material effect on the projections. Equally, the level of confidence in projections diminishes with each additional year along the 10 year time horizon. However, these projections do provide Council and the Community with a considered indication of Council's capacity to continue delivering existing services and programs and to improve services to meet the needs of the Community.

As noted, the base case assumes a 'no change' policy i.e. a continuation of existing services and programs. As Council responds to changing Community expectations, it will consider and make decisions to modify/change services and invest in new and improved infrastructure, such as community facilities, that will be funded from the projected strong financial capacity.

Council strives to meet the Community's service expectations noting these expectations are currently concentrated in the areas of health, well-being, digital innovation and economic development whilst also maintaining the flexibility to respond to emerging new strategies in the area of youth, culture and heritage, changing circumstances and initiate new and improved services. Council strives to meet the Community's expectations by:

- Continually reviewing and enhancing services identified as important to our Community
- Investing in renewal and replacement of assets and infrastructure cost-effective
- Taking advantage of opportunities and responding to emerging issues, challenges and opportunities; and
- Being open in the latter years of the Plan to use borrowings to fund new or upgrade facilities and assets.

As with most projections, the view can change as underlying circumstances and assumptions/influences change. For this reason, Council closely monitors its strategic and financial planning outlook and performance. Based on current assumptions the projections indicate that Council is in a sound financial position with a favourable outlook over the term of the LTFP with very tight operating budgets for the first six years of the LTFP to enable Council to return to a positive cash outlook.

These projections are summarised in the Forecast Financial Statements (refer to item 3 of this document).

1.5 Long Term Financial Plan Risks

This LTFP is based on information, influences and assumptions available at the time it was adopted. Users of information contained in this LTFP must be aware there are inherent risks associated with the outcomes reported, as circumstances (i.e. change in legislation, compliance, etc.) may bring changes that could materially affect the LTFP outcome and projected results. To ensure this LTFP is timely and relevant to Council's forecasts, it will be reviewed and updated on an annual basis.

2. FUNDING THE LONG TERM FINANCIAL PLAN

2.1 General Rates

Council continues to rely heavily on rate revenue to fund its annual activities. General rate revenue contributed 72.12% of Council's operating revenue for the 2018/2019 financial year.

2.2 Rate Comparisons

The City of Mount Gambier's average residential rates are lower than the SA state averages for both Metropolitan and Regional Councils. For the 2018/2019 financial year, City of Mount Gambier is rating 17.6% lower than the average for all SA Regional Councils.

Average for all SA Metro Councils	\$1,505
Average for all SA Regional Councils	\$1,295
Average for City of Mount Gambier	\$1,101

2.3 Borrowing Strategies

Borrowings provide an alternative source of funding to enable Council to achieve its objectives and a means by which cash flows can be averaged out over a longer timeframe. Borrowings and cash flow are reviewed in light of the LTFP and the objective of financial sustainability.

Debt is considered an appropriate and sound source of funding:

- In achieving strategic objectives of Council and within the context of long term financial sustainability.
- In creating long term infrastructure and the spreading of expenses/costs over the life of the asset and future users.
- As a means to fund major capital expenditure only and not as a funding source for operating/recurrent expenditure commitments.

Council's Treasury Management Policy stipulates borrowing and investment direction. Existing borrowings are a mixture of fixed and variable interest loans designed to manage liquidity and interest rate risk.

Existing borrowings are with the Local Government Finance Authority (LGFA), being the preferred financial institution of Local Government and is guaranteed by the SA Government.

2.4 Forecast Borrowings

Council's variable interest loans operate on 'Treasury Management' principles (guided by Council's Treasury Management Policy) which enables Council to utilise cash resources in a holistic way and to significantly reduce loan interest expenditure.

No additional borrowings are provided for in Council's 2018/2019 Budget, however an amount of \$1.108 million allocated from previous budgets but not spent, is carried forward into the 2018/2019 Budget as 'Works in Progress'. This 'Works in Progress' amount comprised entirely of capital works.

New major capital works projects and associated funding for the final five years of the term of the LTFP remain unallocated to allow Council to review its position in this regard. At any point Council has the flexibility to determine allocation of further major capital works projects, elect to increase or reduce debt or a combination of these.

Council anticipates that funding commitments provided by the South Australian Government and the Federal Government to build a new Community and Recreation Hub may be confirmed by April 2019. If successful, it is common for this type of funding to be subject to milestones that may require funds to be spent by Council before receipt of grant funding payments. This may require borrowings to bridge timing differences between expenditures and payments receipts. It is anticipated that cash reserves may be sufficient to meet needs at the commencement of the project in 2019/2020, and then require additional borrowings in 2020/2021 and 2021/2022.

Also to note, subject to the funding outcome for the Community and Recreation Hub, the LTFP is modelled on refinancing a \$1.6 million balloon payment as at 30 June 2024 related to the original library building loan over a five year term to support a positive cash flow.

3. FORECAST FINANCIAL STATEMENTS

City of Mount Gambier												
10 Year Financial Plan for the Years ending 30 June 2029												
INCOME STATEMENT - GENERAL FUND												
Scenario: March 2019 including Community and Recreation Hub												
	Actuals	Current Year	Projected Years									
	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Income												
Rates	20,597,000	21,485,628	22,468,719	23,478,334	24,533,339	25,635,760	26,786,808	27,988,686	29,244,506	30,556,804	31,928,072	33,358,269
Statutory Charges	447,000	461,700	418,532	426,903	435,441	444,150	453,032	462,093	471,335	480,762	490,377	500,184
User Charges	4,484,000	4,855,060	5,107,578	5,178,730	6,845,365	6,986,563	7,130,692	7,277,815	7,427,993	7,581,290	7,737,771	7,897,502
Grants, Subsidies and Contributions	3,906,000	3,320,701	3,162,044	3,225,285	3,289,790	3,355,596	3,422,698	3,491,152	3,560,975	3,632,194	3,704,838	3,778,935
Investment Income	62,000	48,000	-	-	-	5,000	10,000	15,000	20,000	20,000	20,000	30,000
Reimbursements	83,000	96,600	98,532	100,503	102,513	104,563	106,654	108,787	110,963	113,182	115,446	117,755
Other Income	522,000	257,310	239,039	206,656	209,339	212,076	214,867	217,715	220,619	199,819	202,366	204,963
Net gain - equity accounted Council businesses	-	-	-	-	-	-	-	-	-	-	-	-
Total Income	30,101,000	30,524,999	31,494,444	32,616,409	35,415,787	36,743,698	38,124,753	39,561,248	41,056,390	42,584,051	44,198,870	45,887,608
Expenses												
Employee Costs	11,033,000	11,575,206	12,123,711	12,611,645	13,476,594	13,800,720	14,132,428	14,471,893	14,819,296	15,176,995	15,545,394	15,924,922
Materials, Contracts & Other Expenses	10,023,000	11,333,196	11,782,129	11,920,958	12,850,202	13,207,944	13,438,209	13,682,018	14,057,589	14,457,152	14,709,939	14,985,193
Depreciation, Amortisation & Impairment	7,004,000	7,032,005	7,435,669	7,800,454	8,474,102	8,735,527	8,872,946	9,292,867	9,435,838	9,722,207	9,908,613	10,342,977
Finance Costs	236,000	163,124	216,287	204,497	148,362	135,100	121,035	70,005	95,579	82,269	87,348	73,903
Net loss - Equity Accounted Council Businesses	-	-	-	-	-	-	-	-	-	-	-	-
Total Expenses	28,296,000	30,103,532	31,557,795	32,337,554	34,949,260	35,879,291	36,564,617	37,516,783	38,408,302	39,438,622	40,250,294	41,326,995
Operating Surplus / (Deficit)	1,805,000	421,467	(63,351)	278,856	466,527	864,407	1,560,135	2,044,466	2,648,089	3,145,429	3,948,576	4,560,613
Asset Disposal & Fair Value Adjustments	(243,000)	399,000	349,000	404,000	395,000	292,000	680,000	433,000	156,000	605,000	367,000	619,000
Amounts Received Specifically for New or Upgraded Assets	445,000	-	335,500	100,000	305,000	190,000	130,000	130,000	130,000	130,000	130,000	130,000
Physical Resources Received Free of Charge	463,000	-	-	-	-	-	-	-	-	-	-	-
Operating Result from Discontinued Operations	-	-	-	-	-	-	-	-	-	-	-	-
Net Surplus / (Deficit)	2,470,000	820,467	621,149	782,856	1,166,527	1,346,407	2,370,135	2,607,466	2,934,089	3,880,429	4,445,576	5,309,613
Total Other Comprehensive Income	19,893,000	-	-	-	-	-	-	-	-	-	-	-
Total Comprehensive Income	22,363,000	820,467	621,149	782,856	1,166,527	1,346,407	2,370,135	2,607,466	2,934,089	3,880,429	4,445,576	5,309,613

City of Mount Gambier

10 Year Financial Plan for the Years ending 30 June 2029

BALANCE SHEET - GENERAL FUND

Scenario: March 2019 including Community and Recreation Hub

	Actuals 2017/18 \$	Current Year 2018/19 \$	2019/20 \$	2020/21 \$	2021/22 \$	2022/23 \$	Projected Years					2028/29 \$
							2023/24 \$	2024/25 \$	2025/26 \$	2026/27 \$	2027/28 \$	
ASSETS												
Current Assets												
Cash & Cash Equivalents	4,587,000	4,651,868	-	-	-	-	-	-	660,004	4,736,143	7,846,520	13,451,869
Trade & Other Receivables	1,524,000	1,060,355	1,054,220	1,018,055	1,068,591	1,100,369	1,133,757	1,169,038	1,205,875	1,201,138	1,239,905	1,280,195
Other Financial Assets	-	-	-	-	-	-	-	-	-	-	-	-
Inventories	304,000	119,870	124,618	126,087	135,917	139,701	142,136	144,715	148,688	152,914	155,577	158,499
Non-current assets classified as "Held for Sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Assets	6,415,000	5,832,092	1,178,838	1,144,142	1,204,507	1,240,070	1,275,893	1,313,753	2,014,567	6,090,195	9,242,002	14,890,563
Non-Current Assets												
Financial Assets	-	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000
Equity Accounted Investments in Council Businesses	-	-	-	-	-	-	-	-	-	-	-	-
Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	246,964,000	248,470,355	265,197,339	267,065,568	274,688,053	274,071,209	281,720,391	281,144,406	281,173,783	280,803,450	288,104,263	287,561,200
Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "Held for Sale"	-	-	-	-	-	-	-	-	-	-	-	-
Other Non-Current Assets	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Assets	246,964,000	248,505,355	265,232,339	267,100,568	274,723,053	274,106,209	281,755,391	281,179,406	281,208,783	280,838,450	288,139,263	287,566,200
TOTAL ASSETS	253,379,000	254,337,447	266,411,178	268,244,710	275,927,560	275,346,279	283,031,285	282,493,159	283,223,350	286,928,646	297,381,265	302,486,763
LIABILITIES												
Current Liabilities												
Bank Overdraft	-	-	4,806,996	5,946,359	10,205,737	8,396,739	8,901,224	4,193,671	-	-	-	-
Trade & Other Payables	2,429,000	2,782,613	2,892,615	2,942,091	3,167,030	3,255,795	3,321,596	3,390,730	3,485,255	3,584,906	3,658,282	3,737,199
Borrowings	218,000	194,581	206,371	218,875	232,137	1,719,901	-	299,209	312,519	326,421	340,942	176,117
Provisions	2,332,000	2,676,404	2,683,915	2,691,427	2,693,943	2,696,460	2,698,976	2,702,961	2,706,946	2,710,931	2,717,089	2,723,371
Other Current Liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities relating to Non-Current Assets classified as "Held for Sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Liabilities	4,979,000	5,653,598	10,591,997	11,800,752	16,298,848	16,068,894	14,921,796	10,586,571	6,504,720	6,622,259	6,716,312	6,636,686
Non-Current Liabilities												
Trade & Other Payables	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	2,572,000	2,377,285	2,170,914	1,952,038	1,719,901	0	0	1,155,999	843,480	517,059	176,117	0
Provisions	3,593,000	3,251,096	3,311,743	3,372,440	3,394,554	3,416,720	3,438,941	3,472,577	3,506,269	3,540,018	3,590,633	3,642,261
Liability - Equity Accounted Council Businesses	-	-	-	-	-	-	-	-	-	-	-	-
Other Non-Current Liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities relating to Non-Current Assets classified as "Held for Sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Liabilities	6,165,000	5,628,382	5,482,657	5,324,478	5,114,455	3,416,720	3,438,942	4,628,576	4,349,749	4,057,077	3,766,750	3,642,261
TOTAL LIABILITIES	11,144,000	11,281,980	16,074,553	17,125,230	21,413,303	19,485,615	18,360,737	15,215,147	10,854,468	10,679,335	10,483,063	10,278,947
Net Assets	242,235,000	243,055,467	250,336,624	251,119,480	254,514,257	255,860,664	264,670,547	267,278,013	272,368,881	276,249,310	286,898,203	292,207,816
EQUITY												
Accumulated Surplus	65,996,000	66,806,467	67,427,616	68,210,471	69,376,999	70,723,406	73,093,541	75,701,007	78,635,095	82,515,524	86,961,100	92,270,713
Asset Revaluation Reserves	175,402,000	175,402,000	182,062,008	182,062,008	184,290,258	184,290,258	190,730,006	190,730,006	192,888,786	192,888,786	199,090,103	199,090,103
Available for Sale Financial Assets	-	-	-	-	-	-	-	-	-	-	-	-
Other Reserves	847,000	847,000	847,000	847,000	847,000	847,000	847,000	847,000	847,000	847,000	847,000	847,000
Total Equity	242,235,000	243,055,467	250,336,624	251,119,480	254,514,257	255,860,664	264,670,547	267,278,013	272,368,881	276,249,310	286,898,203	292,207,816

City of Mount Gambier												
10 Year Financial Plan for the Years ending 30 June 2029												
CASH FLOW STATEMENT - GENERAL FUND												
Scenario: March 2019 including Community and Recreation Hub												
	Actuals	Current Year	Projected Years									
	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Cash Flows from Operating Activities												
Receipts:												
Rates Receipts	19,522,000	21,415,055	22,445,815	23,454,812	24,508,780	25,610,076	26,759,991	27,960,685	29,215,248	30,526,230	31,896,124	33,324,948
Statutory Charges	447,000	461,700	418,532	426,903	435,441	444,150	453,032	462,093	471,335	480,762	490,377	500,184
User Charges	4,343,000	4,855,060	5,107,578	5,178,730	6,845,365	6,986,563	7,130,692	7,277,815	7,427,993	7,581,290	7,737,771	7,897,502
Grants, Subsidies and Contributions (operating purpose)	3,906,000	3,320,701	3,162,044	3,225,285	3,289,790	3,355,586	3,422,698	3,491,152	3,560,975	3,632,194	3,704,838	3,778,935
Investment Receipts	62,000	48,000	-	-	-	5,000	10,000	15,000	20,000	20,000	20,000	30,000
Reimbursements	61,000	96,600	98,532	100,503	102,513	104,563	106,654	108,787	110,963	113,182	115,446	117,755
Other	597,000	881,784	282,369	278,856	216,463	221,095	223,845	226,632	230,078	252,621	213,840	217,048
Payments:												
Payments to Employees	(12,591,000)	(11,868,172)	(12,111,010)	(12,600,346)	(13,456,566)	(13,793,215)	(14,124,747)	(14,464,033)	(14,811,252)	(15,168,712)	(15,536,864)	(15,916,133)
Payments for Materials, Contracts & Other Expenses	(8,940,000)	(10,825,243)	(11,701,318)	(11,894,162)	(12,685,549)	(13,142,876)	(13,395,312)	(13,636,705)	(13,989,248)	(14,384,571)	(14,662,064)	(14,933,993)
Finance Payments	(172,000)	(163,124)	(150,679)	(138,889)	(126,385)	(113,123)	(99,058)	(35,200)	(60,774)	(47,464)	(33,562)	(19,041)
Net Cash provided (or used in) Operating Activities	7,235,000	8,422,361	7,551,863	8,031,691	9,129,832	9,677,820	10,487,797	11,406,226	12,175,318	13,005,532	13,945,907	14,997,205
Cash Flows from Investing Activities												
Receipts:												
Amounts Received Specifically for New/Upgraded Assets	445,000	-	335,500	100,000	305,000	190,000	130,000	130,000	130,000	130,000	130,000	130,000
Sale of Replaced Assets	146,000	-	-	-	-	-	-	-	-	-	-	-
Sale of Surplus Assets	71,000	-	-	-	-	-	-	-	-	-	-	-
Sale of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Non Current Assets "Held for Sale"	-	-	-	-	-	-	-	-	-	-	-	-
Net Disposal of Investment Securities	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Real Estate Developments	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Repayments of Loans by Community Groups	35,000	-	-	-	-	-	-	-	-	-	-	-
Sale of Interests in Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Distributions Received from Equity Accounted Council Businesses	-	-	-	-	-	-	-	-	-	-	-	-
Other Investing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Expenditure on Renewal/Replacement of Assets	(4,053,000)	(7,047,360)	(6,902,428)	(7,758,583)	(6,747,720)	(7,012,135)	(8,516,384)	(7,463,116)	(6,358,402)	(7,849,615)	(9,074,619)	(8,253,574)
Expenditure on New/Upgraded Assets	(2,114,000)	(1,092,000)	(10,251,217)	(1,308,100)	(8,725,616)	(814,548)	(885,997)	(820,765)	(794,033)	(897,259)	(964,490)	(927,340)
Purchase of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Net Purchase of Investment Securities	-	-	-	-	-	-	-	-	-	-	-	-
Development of Real Estate for Sale	-	-	-	-	-	-	-	-	-	-	-	-
Expenditure on Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Loans Made to Community Groups	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Interests in Equity Accounted Council Businesses	-	-	-	-	-	-	-	-	-	-	-	-
Capital Contributed to Equity Accounted Council Businesses	-	-	-	-	-	-	-	-	-	-	-	-
Other Investing Activity Payments	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash provided (or used in) Investing Activities	(5,470,000)	(8,139,360)	(16,818,145)	(8,964,683)	(13,168,336)	(7,636,684)	(9,272,381)	(8,153,882)	(7,022,434)	(8,816,874)	(10,509,109)	(9,050,913)
Cash Flows from Financing Activities												
Receipts:												
Proceeds from Borrowings	-	-	-	-	-	-	-	1,600,000	-	-	-	-
Receipt of Funds from Finance Leases	-	-	-	-	-	-	-	-	-	-	-	-
Proceeds from Aged Care Facility Deposits	-	-	-	-	-	-	-	-	-	-	-	-
Proceeds from Bonds & Deposits	-	-	-	-	-	-	-	-	-	-	-	-
Receipts from Other Financing Activities	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Repayments of Borrowings	(206,000)	(218,134)	(194,581)	(206,371)	(218,875)	(232,137)	(1,719,901)	(144,791)	(299,209)	(312,519)	(326,421)	(340,942)
Repayment of Finance Lease Liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Repayment of Aged Care Facility Deposits	-	-	-	-	-	-	-	-	-	-	-	-
Repayment of Bonds & Deposits	-	-	-	-	-	-	-	-	-	-	-	-
Payments of Other Financing Activities	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash Flow provided (used in) Financing Activities	(206,000)	(218,134)	(194,581)	(206,371)	(218,875)	(232,137)	(1,719,901)	1,455,209	(299,209)	(312,519)	(326,421)	(340,942)
Net Increase/(Decrease) in Cash & Cash Equivalents	1,559,000	64,868	(9,460,863)	(1,139,363)	(4,257,379)	1,808,999	(504,485)	4,707,553	4,853,674	4,076,139	3,110,377	5,605,350
plus: Cash & Cash Equivalents - beginning of year	3,028,000	4,587,000	4,651,888	(4,808,996)	(5,948,359)	(10,205,737)	(8,396,739)	(8,901,224)	(4,193,671)	660,004	4,736,143	7,846,520

Cash & Cash Equivalents - end of the year	4,587,000	4,651,868	(4,808,996)	(5,948,359)	(10,205,737)	(8,396,739)	(8,901,224)	(4,193,671)	660,004	4,736,143	7,846,520	13,451,869
Cash & Cash Equivalents - end of the year	4,587,000	4,651,868	(4,808,996)	(5,948,359)	(10,205,737)	(8,396,739)	(8,901,224)	(4,193,671)	660,004	4,736,143	7,846,520	13,451,869
Investments - end of the year	-	-	-	-	-	-	-	-	-	-	-	-
Cash, Cash Equivalents & Investments - end of the year	4,587,000	4,651,868	(4,808,996)	(5,948,359)	(10,205,737)	(8,396,739)	(8,901,224)	(4,193,671)	660,004	4,736,143	7,846,520	13,451,869
Representing:												
- External Restrictions	-	-	-	-	-	-	-	-	-	-	-	-
- Internal Restrictions	-	-	-	-	-	-	-	-	-	-	-	-
- Unrestricted	4,587,000	4,651,868	(4,808,996)	(5,948,359)	(10,205,737)	(8,396,739)	(8,901,224)	(4,193,671)	660,004	4,736,143	7,846,520	13,451,869
	4,587,000	4,651,868	(4,808,996)	(5,948,359)	(10,205,737)	(8,396,739)	(8,901,224)	(4,193,671)	660,004	4,736,143	7,846,520	13,451,869

City of Mount Gambier 10 Year Financial Plan for the Years ending 30 June 2029 EQUITY STATEMENT - GENERAL FUND Scenario: March 2019 including Community and Recreation Hub												
	Actuals 2017/18	Current Year 2018/19	2019/20	2020/21	2021/22	2022/23	Projected Years					2028/29
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Opening Balance	219,872,000	242,235,000	243,055,467	250,336,624	251,119,480	254,514,257	255,860,664	264,670,547	267,278,013	272,368,881	276,249,310	286,898,203
Net Surplus / (Deficit) for Year	2,470,000	820,467	621,149	782,856	1,166,527	1,346,407	2,370,135	2,607,466	2,934,089	3,880,429	4,445,576	5,309,613
Other Comprehensive Income												
- Gain (Loss) on Revaluation of I,PP&E	21,108,000	-	6,660,008	-	2,228,250	-	6,439,748	-	2,156,780	-	6,203,316	-
- Available for Sale Financial Instruments: change in fair value	-	-	-	-	-	-	-	-	-	-	-	-
- Impairment (loss) reversal relating to I,PP&E	(1,215,000)	-	-	-	-	-	-	-	-	-	-	-
- Transfer to Accumulated Surplus on Sale of I,PP&E	-	-	-	-	-	-	-	-	-	-	-	-
- Transfer to Acc. Surplus on Sale of AFS Financial Instruments	-	-	-	-	-	-	-	-	-	-	-	-
- Share of OCI - Equity Accounted Council Businesses	-	-	-	-	-	-	-	-	-	-	-	-
- Other Equity Adjustments - Equity Accounted Council Businesses	-	-	-	-	-	-	-	-	-	-	-	-
- Other Movements	-	-	-	-	-	-	-	-	-	-	-	-
Other Comprehensive Income	19,893,000	-	6,660,008	-	2,228,250	-	6,439,748	-	2,156,780	-	6,203,316	-
Total Comprehensive Income	22,363,000	820,467	7,281,157	782,856	3,394,777	1,346,407	8,809,883	2,607,466	5,090,869	3,880,429	10,648,892	5,309,613
Transfers between Equity	-	-	-	-	-	-	-	-	-	-	-	-
Equity - Balance at end of the reporting period	242,235,000	243,055,467	250,336,624	251,119,480	254,514,257	255,860,664	264,670,547	267,278,013	272,368,881	276,249,310	286,898,203	292,207,816

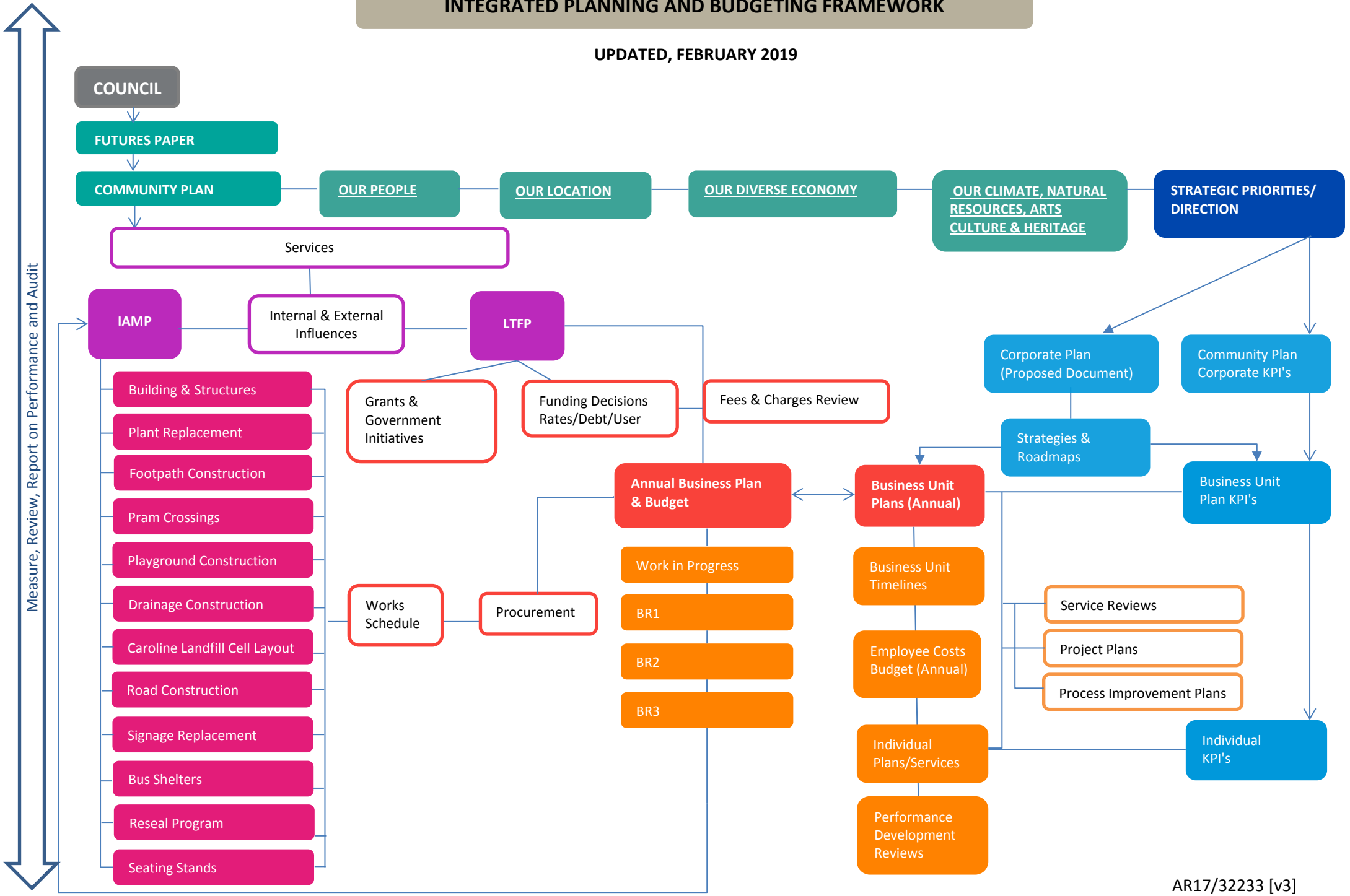


4. GLOSSARY

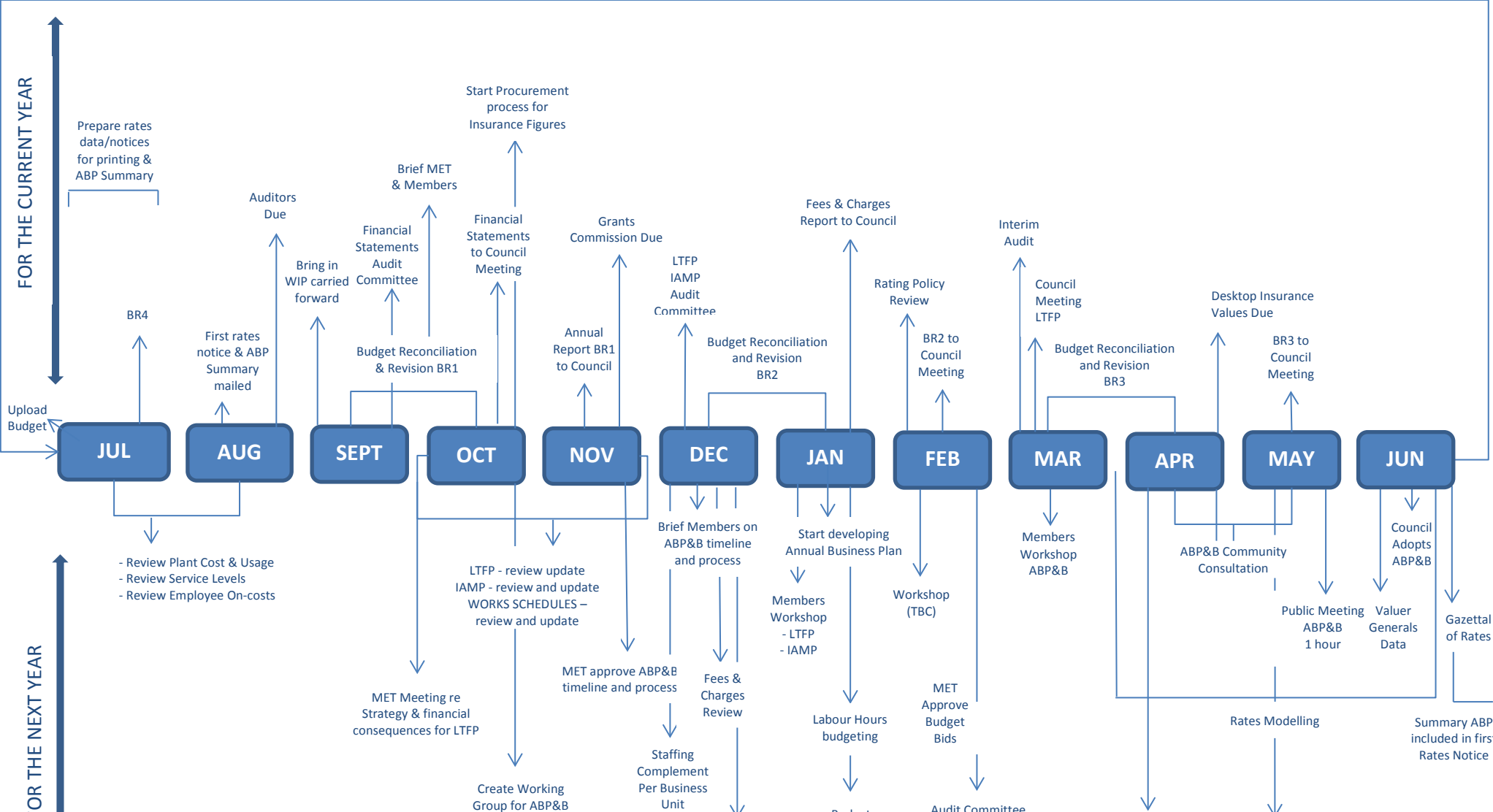
Term	Definition
Asset Sustainability Ratio (ASR)	Asset Sustainability Ratio indicates whether the Council is renewing or replacing existing non-financial assets at the same rate as its assets are used or 'consumed'. The ratio is calculated by measuring capital expenditure on renewal and replacement of assets relative to the level of depreciation. Where a Council has a soundly based Infrastructure and Asset Management Plan, a more meaningful asset sustainability ratio would be calculated by measuring the actual level of capital expenditure on renewal and replacement of assets (or proposed in the Budget) with the optimal level identified in the Plan.
Financial Assets	Financial Assets include cash, investments, loans to community groups, receivables and prepayments, but excludes equity held in Council businesses, inventories and land held for resale.
Financial Sustainability	Financial Sustainability is where planned long-term service and infrastructure levels and standards are met without unplanned and disruptive increases in rates or cuts to services.
Infrastructure and Asset Management Plan (IAMP)	A operational plan for Council's Land, Building and Structure, Infrastructure, Plant and Equipment and other physical assets with the objective of providing the required level of service, maintenance and renewal of such assets in the most cost effective and efficient manner.
Net Financial Liabilities Ratio (NFLR)	Net Financial Liabilities Ratio expresses Net Financial Liabilities as a percentage of total operating revenue. The ratio allows interested parties to readily equate the outstanding level of the Council's accumulated financial obligations against the level of one-year's operating revenue. Where the ratio reduces over time, it generally indicates that the Council's capacity to meet its financial obligations is strengthening.
Net Lending/ (Borrowing)	Net Lending/ (Borrowing) equals Operating Surplus / (Deficit), less net outlays on non-financial assets. The Net Lending / (Borrowing) result is a measure of the Council's overall (i.e. Operating and Capital) budget on an accrual basis. Achieving a zero result on the Net Lending / (Borrowing) measure in any one year essentially means that the Council has met all of its expenditure (both operating and capital) from the current year's revenues.
Non-financial or Physical Asset	Non-financial or Physical Assets refers to infrastructure, land, buildings, plant, equipment, furniture and fittings, library books and inventories.
Operating Deficit	Operating Deficit is where operating revenues are less than operating expenses (i.e. operating revenue is therefore not sufficient to cover all operating expenses).
Operating Expenses	Operating Expenses are operating expenses shown in the Income Statement, including depreciation, but excluding losses on disposal or revaluation of non-financial assets.
Operating Revenues	Operating Revenues are incomes shown in the Income Statement, but exclude profit on disposal of non-financial assets and amounts received specifically for new/upgraded assets (e.g. from a developer). For ratios calculated where the denominator specified is total operating revenue or rate revenue, Natural Resource Management (NRM) levy revenue is excluded.
Operating Surplus	Operating Surplus is where operating revenues are greater than operating expenses (i.e. operating revenue is therefore sufficient to cover all operating expenses).
Operating Surplus Ratio (OSR)	Operating Surplus Ratio expresses the operating surplus (deficit) as a percentage of general and other rates.

INTEGRATED PLANNING AND BUDGETING FRAMEWORK

UPDATED, FEBRUARY 2019

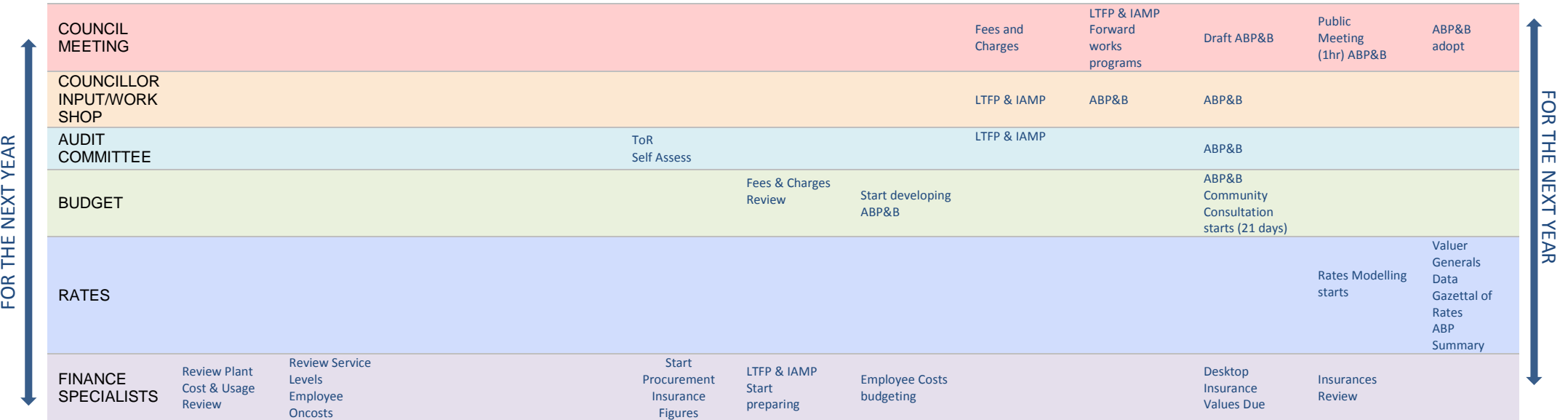
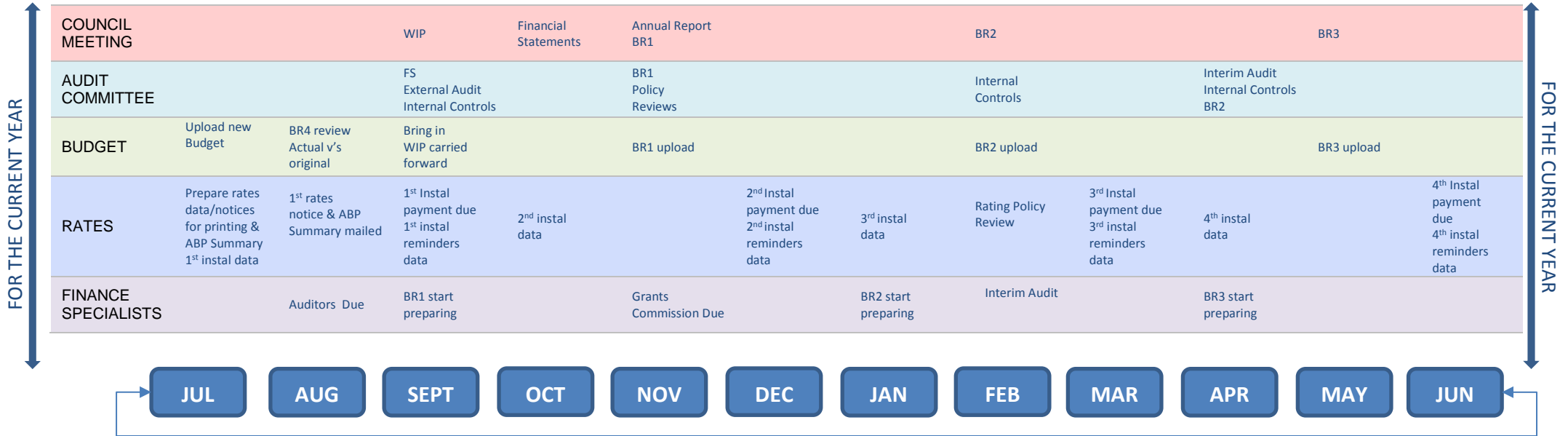


INTEGRATED PLANNING AND BUDGET FRAMEWORK TIMELINE



- ABBREVIATIONS**
- LTFP - Long Term Financial Plan
 - BR - Budget Revision
 - ABP&B - Annual Business Plan and Budget
 - IAMP - Infrastructure Asset Management Plan
 - WIP - Work in Progress

INTEGRATED PLANNING AND BUDGET FRAMEWORK TIMELINE



ABBREVIATIONS

ABP	-	Annual Business Plan	Instal	-	Instalment
ABP&B	-	Annual Business Plan and Budget	LTFP	-	Long Term Financial Plan
BR	-	Budget Revision	ToR	-	Terms of Reference
FS	-	Financial Statements	WIP	-	Work in Progress
IAMP	-	Infrastructure Asset Management Plan			

 City of Mount Gambier	TBC – ASSET MANAGEMENT POLICY	Version No:	1
		Issued:	March 2019
		Next Review:	March 2021

1. INTRODUCTION

This document sets out the policy of the City of Mount Gambier (Council) to:

- 1.1 Ensure adequate provision is made for the long-term management of major Council infrastructure and assets by:
 - 1.1.1 Ensuring that Council's services and infrastructure are provided in a sustainable manner, with the appropriate levels of service to residents, visitors and the environment.
 - 1.1.2 Safeguarding Council assets including physical assets by implementing appropriate asset management strategies and financial resources for those assets.
 - 1.1.3 Creating awareness amongst employees and elected members of their responsibilities for the creation and management of sustainable assets.
 - 1.1.4 Meeting legislative requirements for asset management.
 - 1.1.5 Ensuring resources and operational capabilities are identified and responsibility for asset management is allocated.
 - 1.1.6 Demonstrating transparent and responsible asset management processes that align with demonstrated best practice.
 - 1.1.7 Ensuring an integrated approach across all business units in asset management service delivery.
- 1.2 Set the guidelines for implementing consistent asset management practice and procedure throughout the City of Mount Gambier.

2. SCOPE

- 2.1 Council is custodian of approximately \$247 million of assets comprising land, buildings, road infrastructure, footpaths, drainage infrastructure, plant and equipment, art and history collections, library books, technology and a regional landfill which have been built up progressively over many years.
- 2.2 This policy applies to Council assets within the City of Mount Gambier that are owned managed and under the care, control and management of Council including Caroline and Orchard Road Landfills that are located within the District Council of Grant. Motor vehicles are governed under their own Council policy and as such the management thereof are excluded from the scope of this policy.
- 2.3 This Policy applies to all Councillors and Council officers involved in the creation, operation, maintenance, upgrade, renewal and rationalisation of Council assets. This Policy also applies to all contracts applicable in these areas and officers responsible for the delivery of services that make use of Council assets.

3. PRINCIPLES

- 3.1 In accordance with Section 122 of the Local Government Act (SA) 1999 Council is required to have in place a consistent Asset Management Strategy enacted through the existence of regularly reviewed Infrastructure and Asset Management Plan(s). Therefore:

 City of Mount Gambier	TBC – ASSET MANAGEMENT POLICY	Version No:	1
		Issued:	March 2019
		Next Review:	March 2021

- 3.1.1 All relevant legislative requirements together with political, social and economic environments will be taken into account in asset management.
- 3.1.2 Systematic asset management and appropriate asset management best practice throughout the Council will underpin the asset management planning and operational processes.
- 3.1.3 Methodical reviews in accordance with the Asset Management Strategy will applied to all asset classes to ensure that the assets are managed, valued and depreciated in accordance with appropriate best practice and applicable Australian Standards.
- 3.1.4 Asset renewals required to meet agreed service levels and identified in infrastructure and asset management plans and long term financial plan will be funded as a matter of priority in the annual budget plan estimates.
- 3.1.5 Asset renewals will only be brought forward if they are included in the forecast ten year program approved in the relevant Asset Management Plan. The only exception is where there is a clearly documented and approved strategic and economic justification via a business case, annual project budget bid and/or by Council recommendation.
- 3.1.6 Asset information that is created or changes as a result of creating, upgrading, renewing, receiving and/or disposing of assets owned by or in the custody of Council will flow in a timely fashion to appropriate Council asset management system(s).

4. POLICY STATEMENT

- 4.1 The Council exists to provide services to its community. Some of these services are provided by infrastructure assets including a number of non-current assets which have been created by Council or transferred to Council at no cost by developers and others to meet increased levels of service or to provide for new communities / expansion.
- 4.2 Council's goal in managing infrastructure assets is to meet the defined level of service (as amended from time to time) in the most sustainable (including cost effective) manner for present and future generations.

The key elements of infrastructure asset management are:

- 4.2.1 Providing a defined level of service and monitoring performance;
- 4.2.2 Managing the impact of growth through demand management and infrastructure investment;
- 4.2.3 Taking a lifecycle approach to developing cost-effective management strategies for the long-term that meet the defined level of service;
- 4.2.4 Identifying, assessing and appropriately controlling risks; and
- 4.2.5 Having a long-term financial plan that identifies required, affordable expenditure and how defines how it will be financed.

	TBC – ASSET MANAGEMENT POLICY	Version No:	1
		Issued:	March 2019
		Next Review:	March 2021

5. KEY ACTIONS

- 5.1 Council is committed to implementing a systematic asset management methodology in order to apply appropriate asset management best practices across all areas of Council. This includes ensuring that assets are planned, created, operated, maintained, renewed and disposed of in accordance with Council's priorities for service delivery.
- 5.2 Asset management practices impact directly on the core business of Council and appropriate asset management is required to achieve Council's strategic service delivery objectives.
- 5.3 A strategic approach to asset management will ensure that the Council delivers the highest appropriate level of service through its assets. This will provide positive impact on:
- 5.3.1 Members of the public and staff;
 - 5.3.2 Council's financial position;
 - 5.3.3 The ability of Council to deliver the expected level of service and infrastructure;
 - 5.3.4 The political environment in which Council operates; and
 - 5.3.5 The legal responsibilities of Council.

6. SERVICE LEVELS

- 6.1 Service levels agreed through the budget process and defined in Infrastructure and Asset Management Plans will be funded as a matter of priority in the annual budget estimates.
- 6.2 Future life cycle costs will be reported and considered in all decisions relating to new services and assets and upgrading of existing services and assets.
- 6.3 An inspection or condition rating regime will be used as part of asset management to ensure agreed service levels are maintained and to identify asset renewal priorities.
- 6.4 Future service levels will be determined in consultation with the community.

	TBC – ASSET MANAGEMENT POLICY	Version No:	1
		Issued:	March 2019
		Next Review:	March 2021

7. AVAILABILITY OF POLICY

This Policy will be available for inspection at Council's principal office during ordinary business hours and on the Council's website www.mountgambier.sa.gov.au

Copies will also be provided to interested members of the community upon request, and upon payment of a fee in accordance with Council's Schedule of Fees and Charges.

File Reference:	AF11/1786
Applicable Legislation:	Local Government Act, 1999 Chapter 8 Part 1
Reference: Community Plan 2016-2020	Goal 2: Our Location
Related Policies:	C375 – Council Vehicles - Provision and Replacement of E500 - Provision of Council Resources to Support the Emergency Services in Emergencies
Related Procedures:	Nil
Related Documents:	Asset Management Strategy

DOCUMENT DETAILS

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City of
Mount Gambier

Asset Management Plan Summary

2020/2029

March 2019

Document Control



Document ID: AR19/7730 City of Mount Gambier Infrastructure Asset Management Plan - Summary

Rev No	Date	Revision Details	Author	Reviewer	Approver
1	March 2019	Creation of separate Asset Management Plan Summary	KR	NS	NS

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ABBREVIATIONS

AM	Asset Management
AMPs	Asset Management Plans
CVR	Capital Value Record
IRMP	Infrastructure Risk Management Plan
LTFP	Council's Long Term Financial Plan

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1. Summary

The City of Mount Gambier currently manages approximately \$247 million of assets on behalf of the community. Council recognises the importance that these assets be provided and maintained at a satisfactory level taking into consideration legislative and compliance obligations, community expectations and available resources.

Assets are categorised into eight broad asset classes. Each class contains complex data, including information about an asset's age, location, use, type, estimated useful life and residual values. Table 1 provides a summary of Council's asset categories as at 30 June 2018.

Table 1: Infrastructure, Property, Plant and Equipment Summary, as at 30 June 2018

Asset Class	Net Fair Value \$'000	Accumulated Depreciation \$'000	Carrying Amount \$'000	Annual Depreciation \$'000
LAND				
Fair Value level 2*	10,063	-	10,063	-
Fair Value level 3**	41,951	-	41,951	-
BUILDINGS & STRUCTURES				
Fair Value level 2*	1,018	-	1,018	-
Fair Value level 3***	98,268	33,793	64,475	2,363
Waste Management	8,876	6,068	2,808	623
INFRASTRUCTURE				
Stormwater drainage	7,185	1,986	5,199	99
Bridges	164	73	91	3
Footpaths and Kerbing ¹	70,928	16,555	54,373	702
Roads	63,332	15,194	48,138	1,826
Carparks ²	10,231	2,092	8,139	249
Plant & Equipment	7,625	2,491	5,134	701
Office Equipment	2,060	1,648	412	158
Riddoch Collection	3,434	-	3,434	-
Other	3,232	1,501	1,731	280
TOTAL	328,367	81,401	246,966	7,004

¹ This includes the value of grass footpath

² This includes any new additional carparks constructed in the 2018 Financial Year

***Fair value hierarchy level 2 valuations**

Certain land, and the buildings and structures thereon, are shown above as being based on fair value hierarchy level 2 valuation inputs. They are based on prices for similar assets in an active market, with directly or indirectly observable adjustments for specific advantages or disadvantages attaching to the particular asset.

****Fair value hierarchy level 3 valuations of land**

Valuations of Crown land, community land and land subject to other restrictions on use or disposal, shown above as being based on fair value hierarchy level 3 valuation inputs, are based on prices for similar assets in an active market, but include adjustments for specific advantages or disadvantages attaching to the particular asset that are not directly or indirectly observable in that market, or the number and / or amount of observable adjustments of which are so great that the valuation is more fairly described as being based on level 3 valuation inputs.

*****Fair value hierarchy level 3 valuations of buildings, infrastructure and other assets**

There is no known market for these assets and they are valued at depreciated current replacement cost. This method involves:

- The determination of the cost to construct the asset (or its modern engineering equivalent) using current prices for materials and labour, the quantities of each being estimated based on recent experience of this or similar Councils, or on industry construction guides where these are more appropriate.
- The calculation of the depreciation that would have accumulated since original construction using current estimates of residual value and useful life under the prime cost depreciation method adopted by Council.

Council recognises the need for a high level strategy to manage its assets and has developed an Asset Management Strategy (the Strategy). The Strategy sets a clear direction for Council's approach to manage its assets whilst maximising their benefits to Council, the Community and utilising resources as efficiently and effectively as possible.

2. Key Asset Management Projects

2.1. Footpath Construction Program

Council is continuing its ongoing footpath construction program to improve accessibility to its Community using alternative means of transportation to motor vehicle transport. The Long Term Financial Plan (LTFP) supports an investment of approximately \$3.5M for this program over the next 10 years.

2.2. Buildings and Structures strategic analysis

Development of Council's categorisation and understanding of building and structure assets is a priority to enable better planning for annual budgeting, capital renewal and maintenance requirements. Council has recently established a set of five groupings that all its building and structure assets will be categorised within. Supporting these groupings are seven criteria or attribute questions. A key task of Council this year is to answer these attribute questions for all buildings to ensure a consistent and methodical approach to categorising the relevant assets. Attached to each grouping is a set of financial modelling assumptions. Once the grouping of each building asset is known, high-level financial modelling will be completed and assessed in conjunction with Council's LTFP and strategies.

3. Mobilising the Workforce

One of Council's priorities is to mobilise field staff to update and maintain asset data whilst on the job in real time.

Equipping staff in the field with appropriate technology / devices will allow identification and reporting of any asset-related issues in real time which will streamline maintenance schedules and procedures. It will also assist with more accurate costings, further strengthening the ability to allocate, track and forecast Council's resources.

4. Caroline Landfill

Caroline Landfill is a critical piece of infrastructure for the region, being the only engineered landfill in South Australia located south of Murray Bridge. This year Council will develop financial modelling on the anticipated consumption of airspace of waste cells to assist with annual forecasting of depreciation, long term movements in cash outlays and provide for more accurate forecasting of remediation provisions.

5. New Projects

Council has recently submitted funding applications to the State and Federal Government for the development of a Community and Recreation Hub. The anticipated build cost of this facility is \$39.1 million, which equates to approximately 16% of the current carrying value of Council's total assets. Should this project go ahead, it would be a substantial investment for our community and the broader region and require significant planning and resourcing. Due to this, Council have recently started expanding its forward works programming from 10 year horizons to 20 year horizons. Over the next 2 years Council plans to develop all forecasting, including its LTFP to 20 years to ensure we are best placed to plan for asset renewal, cash flows and operating surpluses.

6. Asset Management Plans

This year Council has developed separate asset management plans for the following classes:

- Infrastructure
 - Roads
 - Footpaths
 - Drainage
 - Carparks
- Buildings and Structures
- Caroline Landfill (new)
- Plant and Equipment
- Information Technology and Systems (new).

Council has developed two new asset management plans (as listed above) for classes of assets that are considered significant in their own right and due to the nature of the asset(s) require detailed planning and forecasting.

Should the Community and Recreation Hub project go ahead, a separate AMP may be required to cover its unique community, aquatic, sporting and recreation renewal and maintenance requirements.

7. Asset Management Practices

7.1. Accounting / Financial Systems

- Local Government authorities in South Australia are established under the provisions of the Local Government Act, 1999.
- Financial and Accounting practices and procedures are required to be in accordance with the Local Government Act 1999, Local Government (Financial Management) Regulations and the Australian Accounting Standard.
- Council's financial and accounting function is subject to a comprehensive Internal Control Policy and has reporting responsibilities to Council's Audit Committee whose membership is derived from persons both internal and external of the organisation.
- Council's audit regime includes the required annual statutory audit required by legislation and also a periodic 'procedural' audit. This process is also completed on an annual basis.
- Council's accounting and financial systems utilise the Civica local government enterprise software solution entitled 'Authority'.
- The Authority software solution enables integration of all Council operations including the accounting and AM functions.

7.2. Asset Management Systems

Council uses the Civica software AM program as its core asset management program. This program records all asset classes owned by Council together with all the relevant information on each asset. It allows assets to be linked to inspection and condition assessments as well as the historical information about the asset.

The AM program allows the linking of Capital Value Records (CVR) for all assets and for the posting of actual costs for either planned work or maintenance work on assets through the work order system. The system also allows for the general ledger information to be directly linked and reported from within the AIM program

Civica have developed a link with GIS products to allow easier navigation to various assets that Council owns. This also makes the product more user friendly to browser users as well as assisting field staff undertake inspections, condition assessments and the recording of new assets in the field.

The program allows for the exporting of all data into excel spreadsheets for easier reporting and data manipulation purposes as it is limited in being able to undertake detailed asset management tasks such as asset consumption forecasts.

7.3. Information Flow Requirements and Processes

The key information that flows into the AM Plans are:

- The asset register data on size, age, value, remaining life of the network
- The unit rates for categories of work/material
- The adopted service levels
- Projections of various factors affecting future demand for services
- Correlations between maintenance and renewal, including decay models
- Data on new assets acquired by Council.

The key information that flows from the AM Plans are:

- The assumed Works Program and trends
- The resulting budget, valuation and depreciation projections;
- The useful life analysis
- Funding gap/excess considerations
- Improvements for AM planning.

These will impact on the LTFP, Community Plan, Annual Budget and departmental business plans and budgets.

8. Plan Improvement and Monitoring

8.1. Performance Measures

The effectiveness of the Infrastructure and Asset Management Plan can be measured in the following ways:

- The degree to which the required cashflows identified in this AM Summary are incorporated into Council's LTFP and Community Plan;
- The degree to which 1-20 year detailed works programs, budgets, business plans and organisational structures take into account the 'global' works program trends provided by the Asset Management Plans.

8.2. Improvement Plan

Improvements identified for each individual asset class are detailed in their relevant AM plan. General improvements identified across all categories include:

- Development of a single corporate Asset Register
- Defining levels of service
- Standard categorisation of assets for improved reporting.

8.3. Monitoring and Review Procedures

This AM Summary will be reviewed during annual budget preparation and amended to recognise any changes in service levels and/or resources available to provide those services as a result of the budget decision process.

The Plan has a life of 4 years and is due for revision and updating within 2 years of each Council election.

REFERENCES

City of Mount Gambier Community Plan – The Futures Paper 2016-2020

City of Mount Gambier Annual Report and Budget

DVC, 2006, 'Asset Investment Guidelines', 'Glossary', Department for Victorian Communities, Local Government Victoria, Melbourne

IPWEA, 2006, 'International Infrastructure Management Manual', Institute of Public Works Engineering Australia, Sydney, www.ipwea.org.au

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APPENDICES

Appendix A Maintenance Response Levels of Service

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LEVELS OF SERVICE

APPENDIX A

The following table outlines standard levels of service for all council assets. Refer to Infrastructure and Asset Management Plan for information of class specific exceptions, how well the assets are performing and how Target Performance will be sought.

Key Performance Indicator	Level of Service	Performance Measurement Process	Target Performance
Community Utility			
Legislative Compliance	to ensure compliance with relevant acts and legislative requirements	audit and review of compliance requirements	full compliance
Safety	to provide safe access and amenity	audit and review of compliance requirements	full compliance
Customer Satisfaction	to provide assets that meet customer requirements and expectations in relation to accessibility, form and function	conduct customer survey in relation to asset provision	customers to provide an average satisfaction level of good to excellent (greater than 7 on scale 0-10)
Operating or Technical			
Condition	to provide the asset base in a condition that is safe, asethetic, fit for purpose and meets customer expectations	to complete city wide progressive condition audit and risk assessment audit every two years	90% of assets to have a condition rating of fair to excellent
Responsiveness	to respond to customer requests consistent with corporate standards and service agreements	periodic reports on customer request turn around times and customer satisfaction feedback forms level of overall customer requests monitored	90% of customer requests to be processed within the agreed timeframes 10% reduction in reactive customer requests per annum
Performance	to ensure the assets perform cost effectively and provide adequate service to the community	performance analysis level of service reviews and audits	individual asset groups to meet identified needs
Design and Capacity	level to provide assets that meet required service levels and standards, design standards and specifictions	endorsed service standards and specifictions for the building and maintenance of assets	100% compliance
Cost Effectiveness	to provide and maintain the assets according to best value over the lifecycle while meeting Council objectives	lifecycle cost in conjunction with intervention and deterioration modelling	reduction of lifecycle costs to equivalent of benchmarked best pralice

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City of
Mount Gambier

Infrastructure (Roads) Asset Management Plan

2020/2029

March 2019

Document Control



Document ID: AR19/9940 City of Mount Gambier Infrastructure Asset Management Plan

Rev No	Date	Revision Details	Author	Reviewer	Approver
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ABBREVIATIONS

AAAC	Average annual asset consumption
CRC	Current replacement cost
CWMS	Community wastewater management systems
DA	Depreciable amount
IAMP	Infrastructure and asset management plan
IRMP	Infrastructure risk management plan
MMS	Maintenance management system
PCI	Pavement condition index
RV	Residual value
vph	Vehicles per hour
LTFP	Council's Long Term Financial Plan

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1. SUMMARY

A summary of the road assets used to provide this service are:

- Sealed road area of 2,111,638m² (2,348,831m² of road pavement)
- Kerb and Channel length of 453 km
- Constructed footpath area of 308,202m²
- Carpark area of 72,940m²
- Traffic Light Sets at 19 locations
- Approximately 465 drainage bores and associated drainage pipes.

What does it Cost?

The total dollar value of the annual consumption of the road and drainage asset category is \$3.096M (i.e. annual depreciation expense for 2018/19). Council's goal for annual expenditure is to match this value so that no gap exists between the annual depreciation cost and the actual budget expenditure.

Council needs to continue to seek additional funding sources through Government grants to ensure any funding gap is manageable in the long term.

Plans for the Future

Council plans to operate and maintain the road network to achieve the following strategic objectives.

- Ensure the road network is maintained at a safe and functional standard as set out in this Infrastructure and Asset Management Plan.
- Provide for renewed infrastructure and access standards that meet the demands and expectations of the community in a financially sustainable environment.
- Maintain integration and functionality of local roads with state roads to ensure continuity of freight networks.
- Require service standards for newly created infrastructure acquired through land development and residential expansion to be complimentary with existing asset standards.

Quality

Roads assets will be maintained in a reasonably usable condition. Defects found or reported that are outside our service standard will be repaired. See our maintenance response service levels for further details.

Function

Our intent is that a 'fit for purpose' road network is maintained in partnership with other levels of government and stakeholders.

Road asset attributes will be maintained (subject to funding) at a safe level and associated signage and equipment be provided as needed to ensure public safety. We need to ensure the key functional objectives are met, i.e.:

- Council will endeavour to provide free flowing and unrestricted travel between destinations and locations to all recognised modes of transport and associated user groups.
- Ensure accidents are minimised and only minor consequences occur from accidents.

The main functional consequence of the road network not being able to cater for free flowing and unrestricted traffic is delays to industry and the local community and this is likely to decrease quality of life and increase the potential for accidents to occur through driver frustration. As a consequence this is likely to impose additional financial and social burdens on the community.

Safety

We inspect all roads regularly and prioritise and repair defects in accordance with our inspection schedule to ensure they are safe.

The Next Steps

The actions resulting from this Infrastructure and Asset Management Plan are:

- Ensure the road network is regularly inspected and any defects rectified in a timely manner to ensure public safety and to mitigate against public risk.
- To provide for renewal of assets and the creation of new road assets and associated infrastructure in a sustainable manner.
- To plan for growth of the City in a manner that is supported by a fit for purpose road network.

2. INTRODUCTION

2.1 Background

This Infrastructure and Asset Management Plan is designed to:

- Provide responsive management of assets (and services provided from assets);
- Ensure compliance with regulatory requirements;
- Assist in securing funding required to provide agreed levels of service.

The Infrastructure and Asset Management Plan is to be read with the following associated planning documents:

- City of Mount Gambier Community Plan
- City of Mount Gambier Long Term Financial Plan
- Council's Development Plan
- Council's Business Plan and Annual Budget

This Infrastructure and Asset Management Plan covers the entire road network and associated traffic control devices within the City of Mount Gambier including local roads, collector roads and boundary roads. Whilst it references and links to assets owned by both state and federal governments, it does not include these assets in the Plan.

Table 2.1. Assets covered by this Plan - as at 1st July 2018

Asset Category	Dimension	Replacement Value (\$)
Road surface (seal)	2,111,638m ²	\$14,337,185
Road pavement	2,348,831m ²	\$45,739,368
Road sub pavement	266,046m ²	\$916,069
Kerb and channel	452,777m	\$54,347,196
Constructed footpaths	308,202m ²	\$15,520,499
Drainage	465 bores, silt pits & associated pipes	\$7,184,728
Carparks	72,940m ²	\$10,154,228
Traffic Lights	19 sets	\$2,132,718
TOTAL		\$150,331,990

Key stakeholders in the preparation and implementation of this Infrastructure and Asset Management Plan are:

- City of Mount Gambier
- Ratepayers and tenants
- Transport Industry
- District Council of Grant and its community
- Tourism sector
- Business Sector
- State and Federal Government (funding partners and regulators)

2.2 Goals and Objectives of Asset Management

The Council exists to provide services to its community. Some of these services are provided by infrastructure assets. Council has acquired infrastructure assets by 'purchase', by contract, construction by Council staff and by transfer of assets constructed by developers and others.

Council's goal in managing infrastructure assets is to meet the agreed level of service in the most cost effective manner for present and future consumers. The key elements of infrastructure asset management are:

- Taking a life cycle approach
- Developing cost-effective management strategies for the long term
- Providing a defined level of service and monitoring performance
- Understanding and meeting the demands of growth through demand management and infrastructure investment
- Managing risks associated with asset failures
- Sustainable use of physical resources
- Continuous improvement in asset management practices.¹

This Infrastructure and Asset Management Plan is prepared under the direction of Council's strategic objective:

Mount Gambier, a perfectly centred place where people aspire to live, work, visit and invest (City of Mount Gambier Community Plan – The Futures Paper 2016-2020)

Accordingly, this Infrastructure and Asset Management Plan has been prepared in line with Council's Community Plan – The Futures Paper 2016-2020, and the objectives contained within the Plan.

2.3 Plan Framework

Key elements of the Plan are

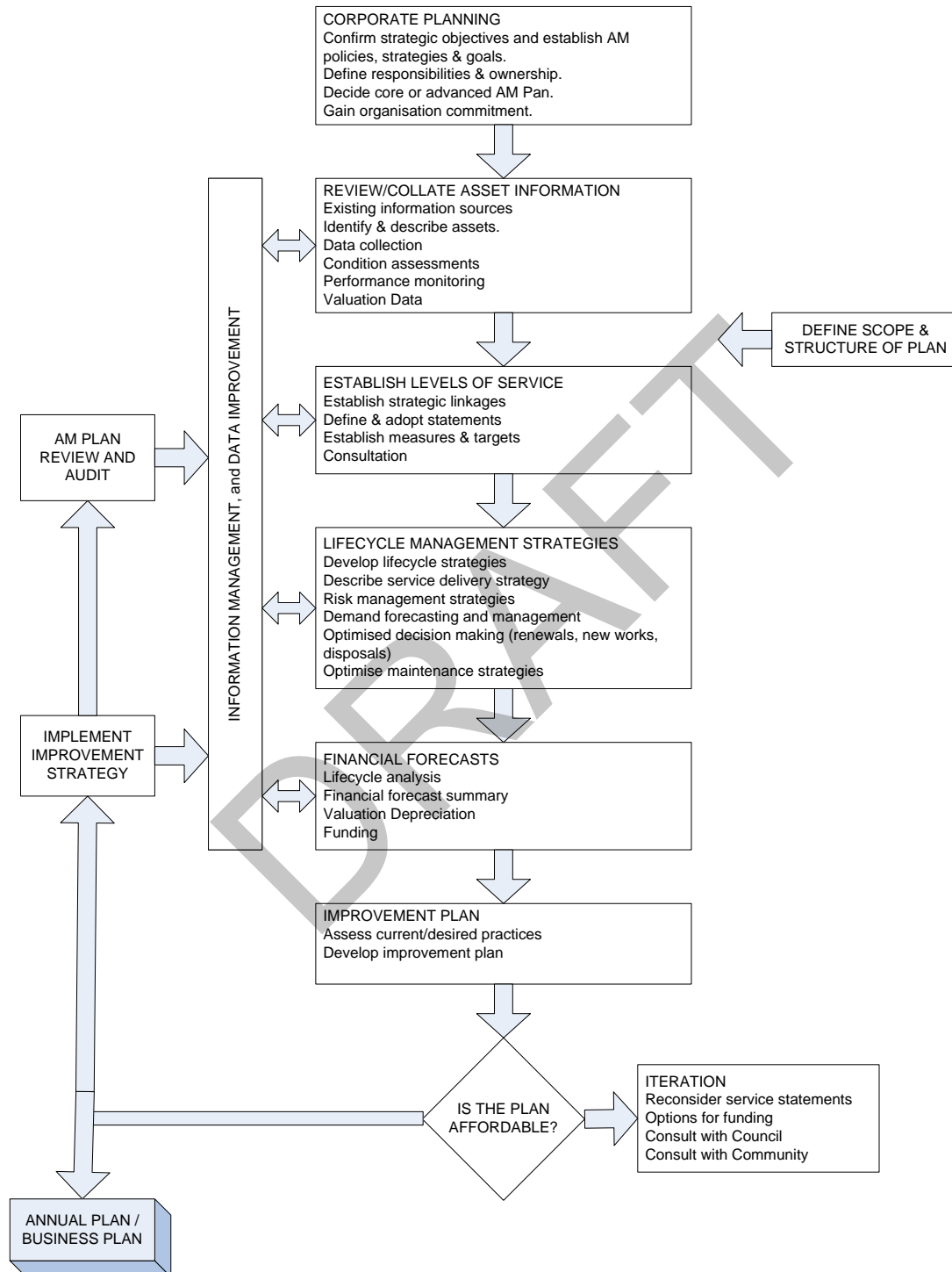
- Levels of service – specifies the services and levels of service to be provided by Council.
- Future demand – how this will impact on future service delivery and how this is to be met.
- Life cycle management – how Council will manage its existing and future assets to provide the required services.
- Financial summary – what funds are required to provide the required services.
- Asset management practices.
- Monitoring – how the Plan will be monitored to ensure it is meeting Council's objectives.
- Asset management improvement plan.

¹ IIMM 2006 Sec 1.1.3, p 1.3

A road map for preparing an Infrastructure and Asset Management Plan is shown below.

Road Map for preparing an Infrastructure and Asset Management Plan

Source: IIMM Fig 1.5.1, p 1.11



3. LEVELS OF SERVICE

3.1 Customer Research and Expectations

Council's anecdotal evidence (primarily based on the number of complaints received) suggests that current service levels are seen by the community as acceptable.

3.2 Legislative Requirements

Council has to meet many legislative requirements including Australian and State legislation and State regulations. These include:

Table 3.2. Legislative Requirements

Legislation	Requirement
Local Government Act	Sets out role, purpose, responsibilities and powers of local governments including the preparation of a long term financial plan supported by Infrastructure and Asset Management Plans for sustainable service delivery.
Road Traffic Act	Provides Councils the power to install, maintain, operate, alter or remove traffic control devices on roads under their care and control

3.3 Current Levels of Service

Council has defined service levels in two terms.

Community Levels of Service relate to how the community receives the service in terms of safety, quality, function, quantity, reliability, responsiveness, cost/efficiency and legislative compliance.

Supporting the community service levels are operational or technical measures of performance developed to ensure that the minimum community levels of service are met. These technical measures relate to service criteria such as:

Service Criteria

Quality
Quantity
Availability
Safety

Technical measures may relate to

Smoothness of roads
Area of parks per resident
Distance from a dwelling to a sealed road
Number of injury accidents

Council's current service levels are detailed in Table 3.3.

Table 3.3. Current Service Levels

Key Performance Measure	Level of Service	Performance Measure Process	Performance Target	Current Performance
COMMUNITY LEVELS OF SERVICE				
Quality	Provide a smooth ride on a surface that is clearly delineated	Customer service requests	Less than 5 per month per road segment	Less than 5 per month on any one segment
Function	Ensure that the road meets user requirements for travel time and availability	Customer complaints relating to travel time and availability	Less than 2 per month	Less than 2 per month
Safety	Provide safe suitable roads free from hazards	Number of injury accidents	Less than 3 per annum per location	Less than 3 per annum per location
TECHNICAL LEVELS OF SERVICE				
Condition	Carry out routine maintenance on potholes	Number of pothole complaints	Less than 5 per month	Less than 5 per month
Accessibility	Provide unrestricted access to residential, commercial and industrial sectors of the City	Limit property access from road works and maintenance works	Less than 60 minutes for minor maintenance works. Less than 2 days for major reconstruction works	70 minutes for minor works and 2.5 days for major works
Safety	Provide clear safety signage and line marking	Annual defect and condition survey	Less than 5% of signs defective. Less than 5% of line marking not clearly visible	Less than 5% of signs defective 10% of line marking not clearly visible

3.4 Desired Levels of Service

At present, indications of desired levels of service are obtained from various sources including the LGASA Customer Satisfaction survey, residents' feedback to Councillors and staff, service requests and correspondence. Council has still to quantify all desired levels of service. This will be incorporated in future revisions of this Infrastructure and Asset Management Plan.

4. FUTURE DEMAND

4.1 Demand Forecast

Factors affecting demand include population change, changes in demographics, seasonal factors, vehicle ownership, consumer preferences and expectations, economic factors, agricultural and industry practices, environmental awareness, etc.

Demand factor trends and impacts on service delivery are summarised in Table 4.1.

Table 4.1: Demand Factors, Projections and Impact on Services

Demand factor	Present position	Projection	Impact on services
Population	26,276 (30 th June 2016)	32,000 people by 2027 ²	Moderate residential growth. Increased traffic on collector roads
Demographics	Ageing population		Increase in aged care accommodation
Climate change	Substantial bicycle network Adequate public transport systems	Significant growth in bicycle network and associated infrastructure Increased public transport	Increase in bike paths, dedicated bus lanes and crossing facilities in road network

4.2 Changes in Technology

Technology changes are forecast to have an effect on the delivery of services covered by this Plan (eg. road reconstruction methodology), and will also likely improve customer feedback and advice to Council (eg. Web based communication to Council, smart phone technology).

4.3 Demand Management Plan

Demand for new services will be managed through a combination of managing existing assets, upgrading of existing assets and providing new assets to meet demand and demand management. Demand management practices include non-asset solutions, insuring against risks and managing failures.

Opportunities identified to date for demand management are shown in Table 4.3. Further opportunities will be developed in future revisions of this Infrastructure and Asset Management Plan.

² Referenced from Community and Recreation Hub Feasibility Study

Table 4.3 Demand Management Plan Summary

Service Activity	Demand Management Plan
Traffic control devices (roundabouts, signals)	Revise traffic management plan every 5 years (major revision), and annual update
Improve boundary roads and collector roads	Continue with boundary roads program Upgrade designated collector roads

4.4 New Assets from Growth

Where new assets are required for growth, these will be constructed by developers and donated to Council or constructed / acquired by Council. The growth financial model forecasts asset values acquired from developers or constructed by Council over the next 20 years.

Acquiring these new assets will commit Council to fund ongoing operations and maintenance costs for the period that the service provided from the assets is required and also capital renewal costs for assets required beyond their useful life. These future costs are identified and considered in developing forecasts of future operating and maintenance costs.

5. LIFECYCLE MANAGEMENT PLAN

The Lifecycle Management Plan details how Council plans to manage and operate the assets at the agreed levels of service (defined in section 3) while optimising life cycle costs.

5.1 Background Data

5.1.1 Physical Parameters

The assets covered by this Infrastructure and Asset Management Plan are shown below:

- Road sub pavement
- Road surface (seal)
- Constructed footpaths / nature strips
- Traffic control devices
- Road pavement
- Kerb and channel
- Drainage
- Carparks

Generally the road assets mentioned above are in good condition although asset ages vary considerably across the City. Council has limited data on the age profile of its asset stock but does have up to date condition data for most road asset categories. Council uses the condition data to set future works programs and also to prepare risk control strategies.

Note: Comprehensive condition or age data currently does not exist for Council’s drainage assets but is currently being developed.

5.1.2 Asset Capacity and Performance

Council's services are generally provided to meet design standards where these are available.

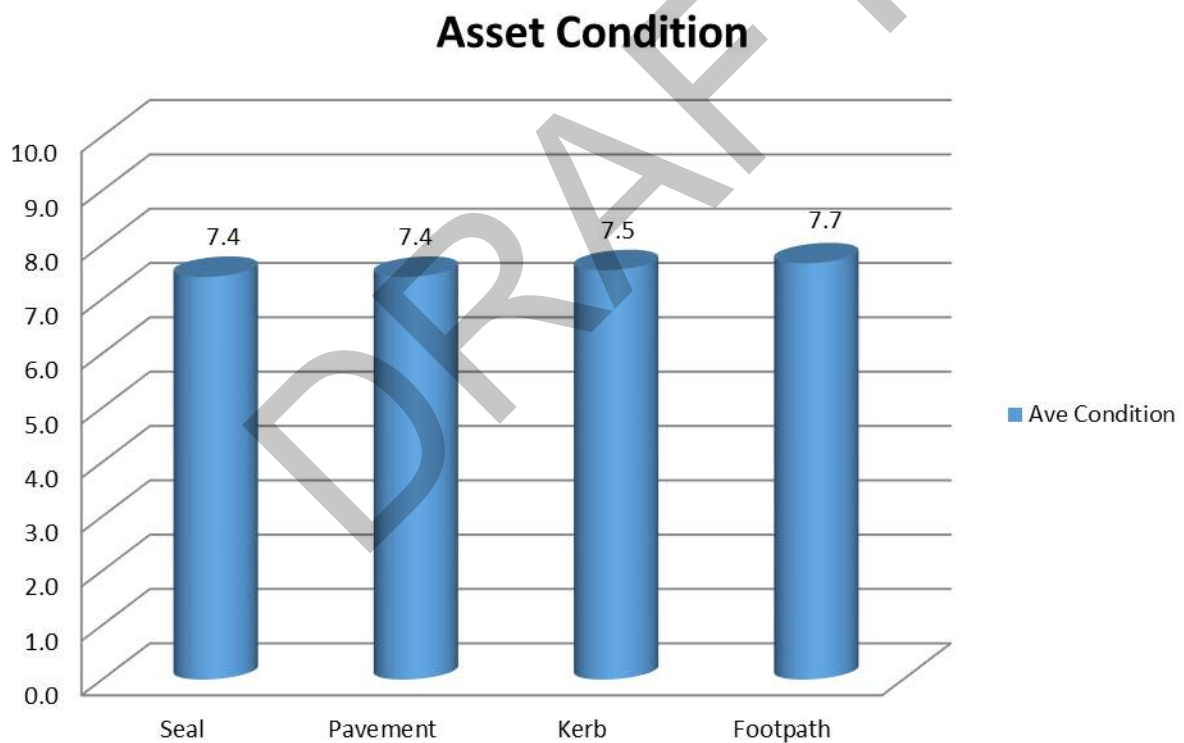
5.1.3 Asset Condition

The condition profile of Council's road assets is shown below.

Condition is measured using a 0 – 10 rating system.³

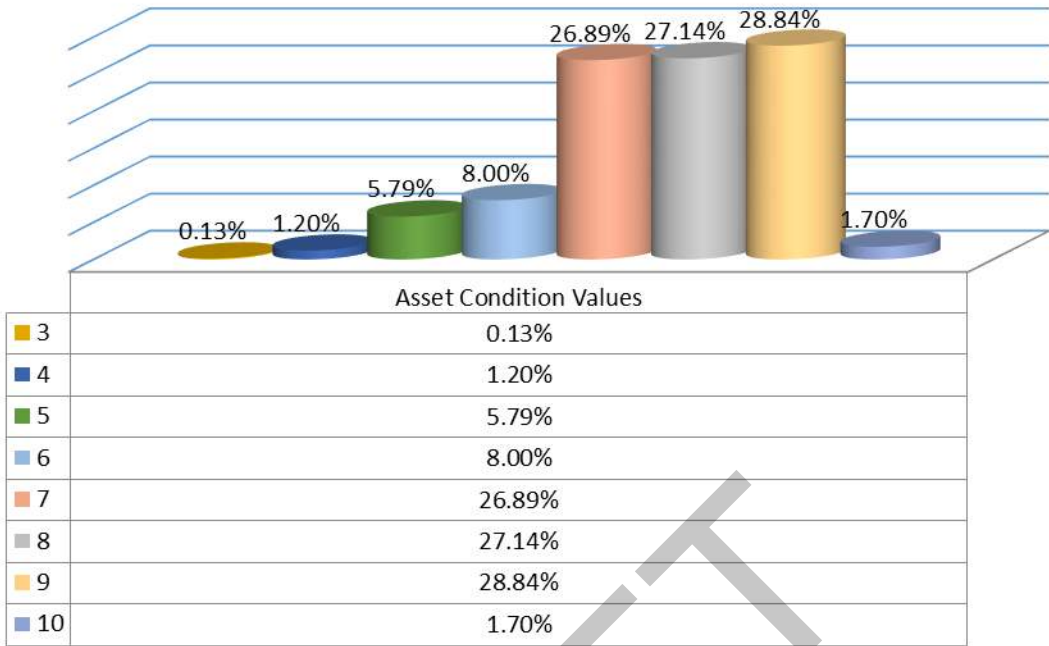
Rating	Description of Condition
10	Excellent condition: Only planned maintenance required. New asset.
8	Very good: Minor maintenance required plus planned maintenance.
6	Good: Significant maintenance required.
5	Average condition. Significant maintenance required.
4	Failing: Significant renewal/upgrade required (start of rapid deterioration).
<2	Poor: Unserviceable. Asset renewal or disposal required.

Fig 3. Asset Condition Profiles

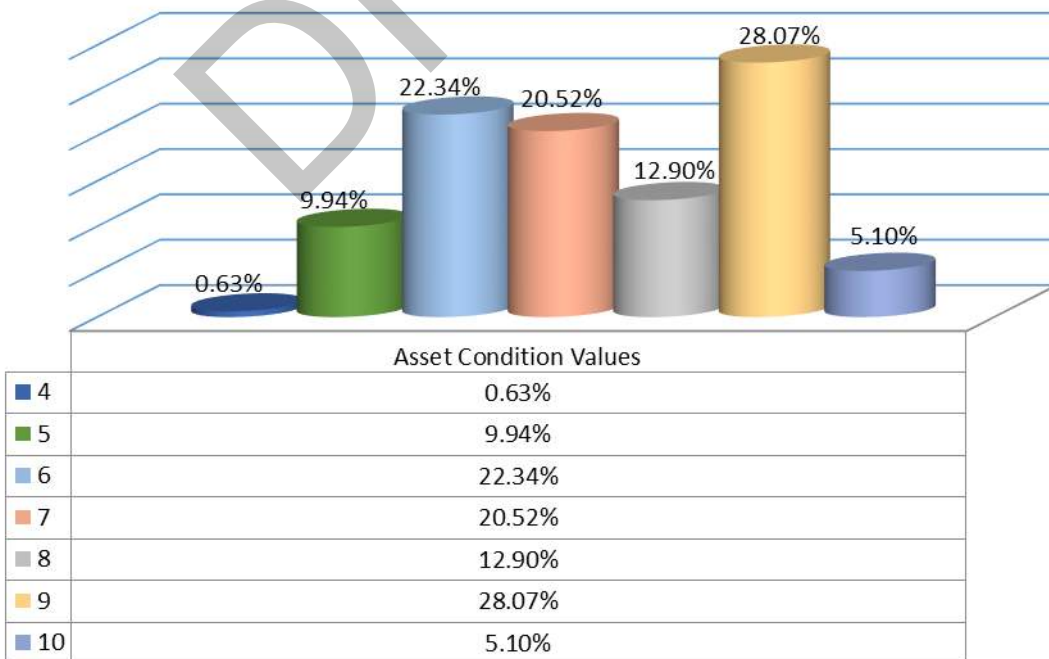


³ IIMM 2006, Appendix B, p B:1-3 ('cyclic' modified to 'planned')

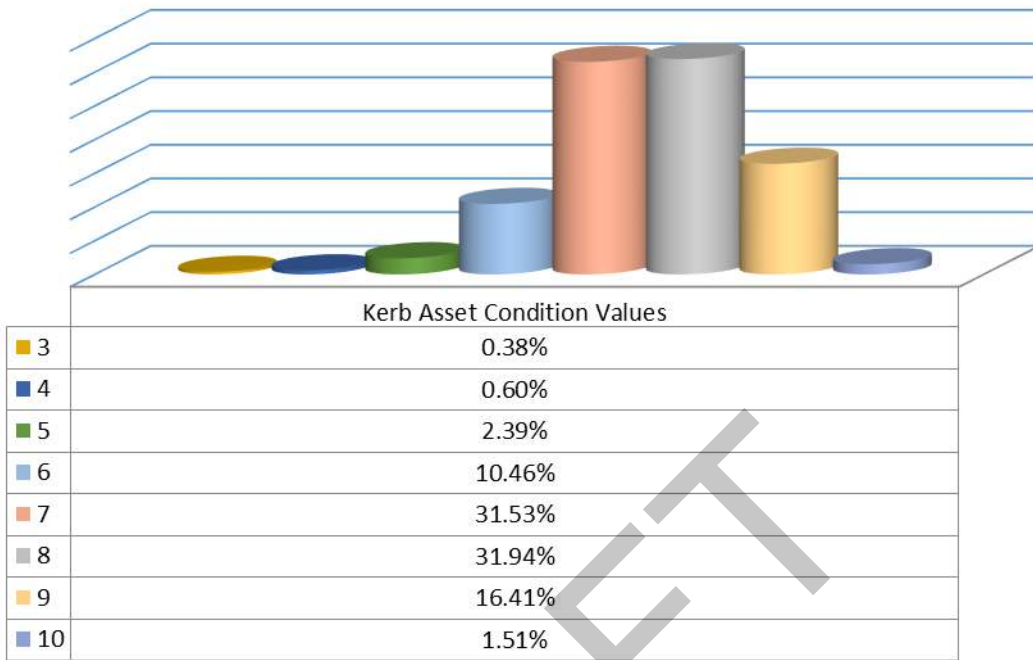
Pavement Assets by Condition



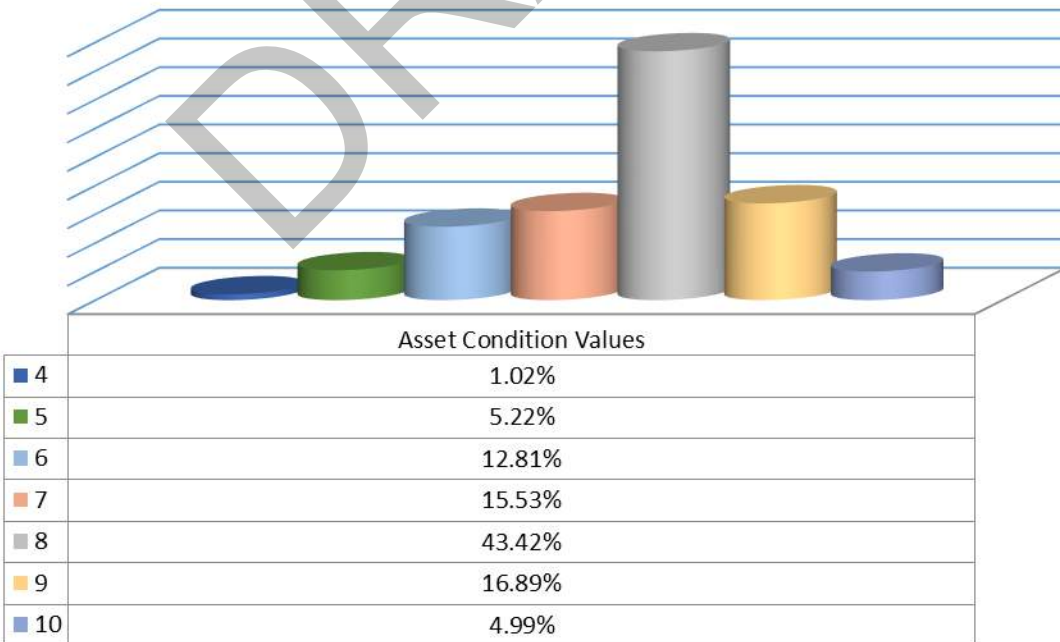
Seal Assets by Condition



Kerb Assets by Condition



Footpath Assets by Condition



5.1.4 Asset Valuations

The value of assets as at 1st July 2018 covered by this Infrastructure and Asset Management Plan is summarised below.

• Current Replacement Cost	\$150,331,990
• Net Fair Value	\$114,559,761
• Annual Depreciation	\$3,095,497
• Accumulated Depreciation	\$35,772,229

Council's sustainability reporting reports the rate of annual asset consumption and compares this to asset renewal and asset upgrade and expansion.

Asset Consumption	2.11%	$(\$3,172,884 \div \$150,331,990 \times 100)$
Asset Renewal	2.10%	$(\$3,171,200 \div \$150,331,990 \times 100)$
Annual Upgrade/expansion	0.50%	<i>(assets account for land transferred as a result of land divisions and also note the general 'slowing down' of the economy and very low levels of residential development in Mount Gambier in the past 3 years.)</i>

5.2 Risk Management Plan

An assessment of risks associated with service delivery from infrastructure assets identifies critical risks to Council. The risk assessment process identifies credible risks, the likelihood of the risk event occurring, the consequences should the event occur, develops a risk rating, evaluates the risk and develops a risk treatment plan for non-acceptable risks.

Council's risk assessment for roads did not uncover any risks in either the high or very high risk category with only 6 out of 11 identified risks as being in the medium risk category. The remaining 5 risks were considered low. (Refer to Council's Risk Management Plan for details)

5.3 Routine Maintenance Plan

Routine maintenance is the regular on-going work that is necessary to keep assets operating, including instances where portions of the asset fail and need immediate repair to make the asset operational again. This function is essential to the long term sustainability of the network and is one of several maintenance functions that should receive priority in Council's annual budget.

5.3.1 Maintenance Plan

Maintenance includes reactive, planned and cyclic maintenance work activities.

Reactive maintenance is unplanned repair work carried out in response to service requests and management/supervisory directions.

Planned maintenance is repair work that is identified and managed through a maintenance management system (MMS). MMS activities include inspection, assessing the condition against failure/breakdown

experience, prioritising, scheduling, actioning the work and reporting what was done to develop a maintenance history and improve maintenance and service delivery performance.

Cyclic maintenance is replacement of higher value components/sub-components of assets that is undertaken on a regular cycle including road resealing, repainting, building roof replacement, etc. This work generally falls below the capital/maintenance threshold.

Current maintenance expenditure levels are considered to be marginally below adequate to maintain current service levels. Future maintenance and asset renewal expenditure is expected to grow at a rate of 2.5% per annum. Future revision of this Infrastructure and Asset Management Plan will include linking required maintenance expenditures with required service levels as a means to further manage assets in a sustainable manner.

Assessment and prioritisation of reactive maintenance is undertaken by Council staff using experience and judgement.

5.3.2 Standards and Specifications

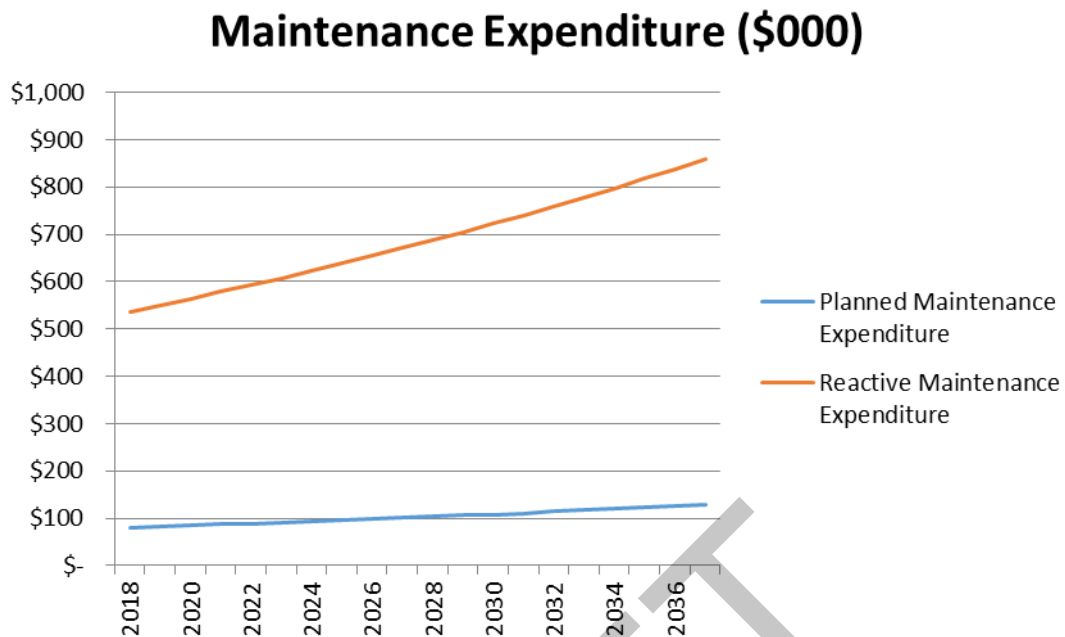
Maintenance work is carried out in accordance with the following Standards and Specifications:

- Current Australian and Industry Standards
- Council Policy - Road Pavement – Excavation and Reinstatement of (revised 2017)
- Council Policy - Land Division (revised 2018)
- Civil Contractors Federation Guidelines
- Work Health Safety Act and Regulations

5.3.3 Summary of Future Maintenance Expenditures

Future maintenance expenditure is forecast to trend in line with the value of the asset stock as shown in Fig 4. Note that all costs are shown in 2019 dollar values.

Fig 4. Maintenance Expenditure



Deferred maintenance, i.e. works that are identified for maintenance and unable to be funded are to be included in the risk assessment process in the Infrastructure Risk Management Plan.

Maintenance is funded from Council's operating budget. This is further discussed in Section 6.2.

5.4 Renewal / Replacement Plan

Renewal expenditure is major work which does not increase the asset's design capacity but restores, rehabilitates, replaces or renews an existing asset to its original service potential. Work over and above restoring an asset to original service potential is upgrade/expansion or new works expenditure.

5.4.1 Renewal Plan

Assets requiring renewal are identified from estimates of remaining life obtained from the asset register through the 'Renewal Model'. Candidate proposals are inspected to verify accuracy of remaining life estimate and to develop a preliminary renewal estimate. Verified proposals are ranked by priority and available funds and scheduled in future works programmes. The priority ranking criteria is based on asset condition and is then adopted ultimately by Council.

Renewal will be undertaken using 'low-cost' renewal methods where practical. The aim of 'low-cost' renewals is to restore the service potential or future economic benefits of the asset by renewing the assets at a cost less than replacement cost.

Examples of low cost renewal include footpath asphalt overlay versus complete reconstruction of a bitumen footpath. This method provides a better level of service than currently available at a smaller renewal cost than complete reconstruction, and also provides an extended asset life which matches current service levels.

5.4.2 Renewal Standards

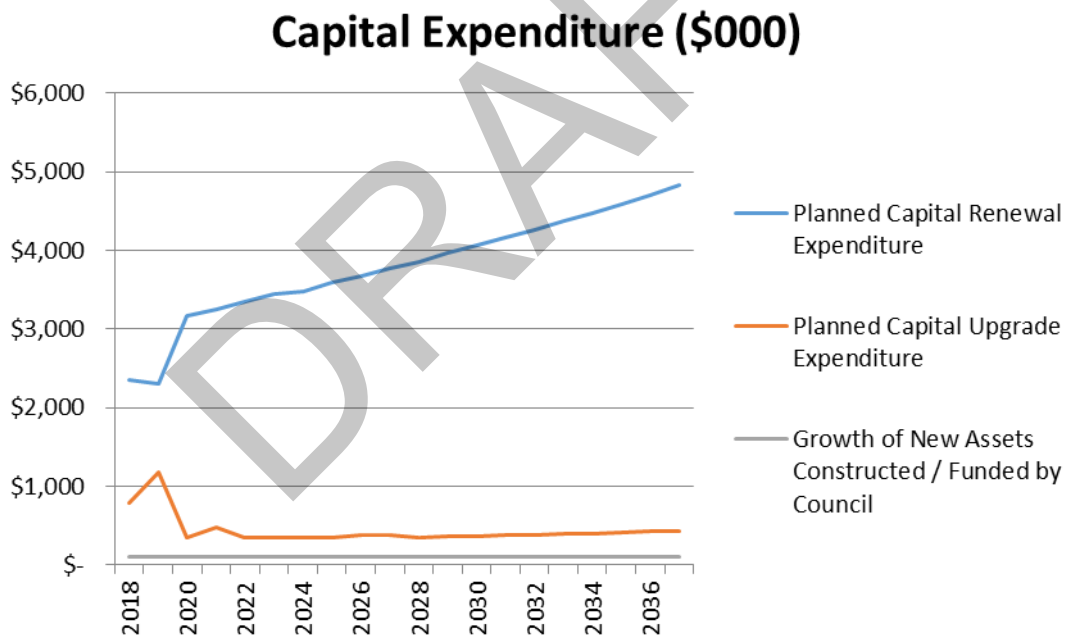
Renewal work is carried out in accordance with the following Standards and Specifications.

- Current Australian and Industry Standards
- Council’s Road Pavement – Excavation and Reinstatement of
- Council’s Land Division Policy
- Civil Contractors Federation Guidelines
- Work Health Safety Act and Regulations

5.4.3 Summary of Future Renewal Expenditure

Projected future renewal expenditures are forecast to increase over time as the asset stock ages. The costs are summarised in Fig 5. Note that all costs are shown in 2019 dollar values.

Fig 5. Projected Capital Expenditure



Deferred renewal, i.e. those assets identified for renewal and not scheduled for renewal in capital works programs are to be included in the risk assessment process in the Risk Management Plan.

Renewals are to be funded from Council’s capital works program and grants where available. This is further discussed in Section 6.2.

Note: The flat line trend for “Growth of new assets” depicted by the grey line above, means that Council does not currently have enough detailed information about future costs associated with new assets. Over time it is expected that as more detailed information becomes available, this line will change to reflect these costs more accurately.

5.5 Creation / Acquisition / Upgrade Plan

New works are those works that create a new asset that did not previously exist, or works which upgrade or improve an existing asset beyond its existing capacity. They may result from growth, social or environmental needs. Assets may also be acquired at no cost to the Council from land development. These assets from growth are considered in Section 4.4.

5.5.1 Selection Criteria

New assets and upgrade/expansion of existing assets are identified from various sources such as community requests, proposals identified by strategic plans or partnerships with other organisations. Candidate proposals are inspected to verify need and to develop a preliminary renewal estimate. Verified proposals are ranked by priority and available funds and scheduled in future works programmes. Council ultimately makes the decision on priority ranking of new assets based on this information.

5.5.2 Standards and Specifications

Standards and specifications for new assets and for upgrade/expansion of existing assets are the same as those for renewal shown in Section 5.4.2.

5.5.3 Summary of Future Upgrade / New Assets Expenditure

New assets and services are to be funded from Council's capital works program and grants where available. This is further discussed in Section 6.2.

5.6 Disposal Plan

Currently there are no assets in the road category that are listed for disposal.

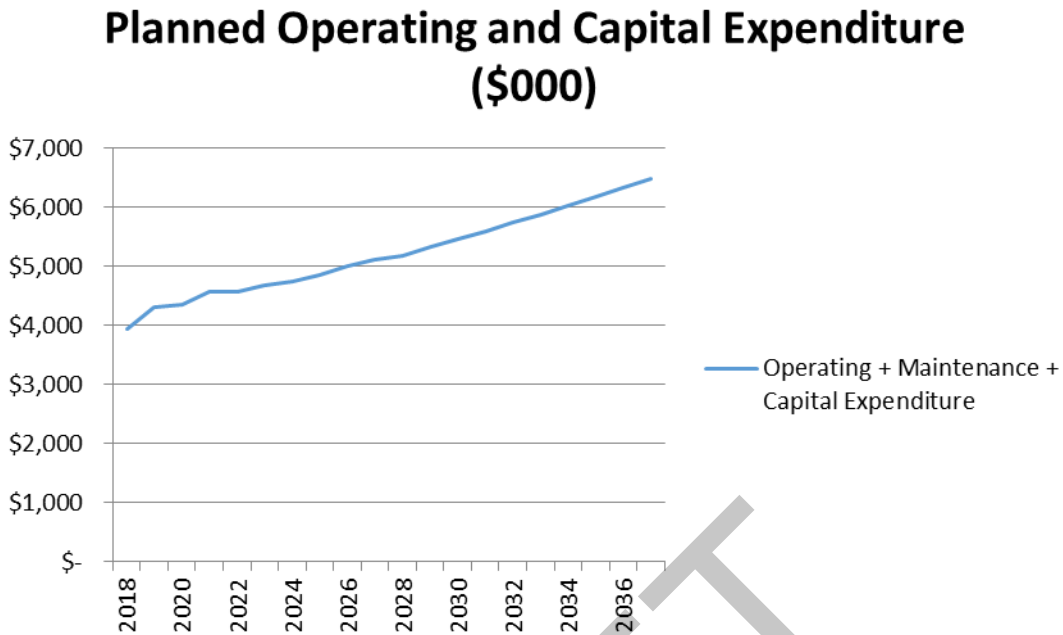
6. FINANCIAL SUMMARY

This section contains the financial requirements resulting from all the information presented in the previous sections of this Infrastructure and Asset Management Plan. The financial projections will be improved as further information becomes available on desired levels of service and current and projected future asset performance.

6.1 Financial Statements and Projections

The financial projections are shown in Fig 6 for planned operating (operations and maintenance) and capital expenditure (renewal and upgrade/expansion/new assets).

Fig 6. Planned Operating and Capital Expenditure



Note that all costs are shown in 2019 dollar values with incremental CPI forecasts.

6.1.1 Sustainability of Service Delivery

There are two key indicators for financial sustainability that have been considered in the analysis of the services provided by this asset category, these being long term life cycle costs and medium term costs over the 10 year financial planning period.

6.1.2 Long Term - Life Cycle Cost

Life cycle costs (or whole of life costs) are the average costs that are required to sustain the service levels over the longest asset life. Life cycle costs include maintenance and asset consumption (depreciation expense). The annual life cycle cost for the services covered in this Infrastructure and Asset Management Plan is \$3,095,497.

Life cycle costs can be compared to life cycle expenditure to give an indicator of sustainability in service provision. Life cycle expenditure includes maintenance plus capital renewal expenditure. Life cycle expenditure will vary depending on the timing of asset renewals. The life cycle expenditure at the start of the plan (2020) is \$3,171,200.

A gap between life cycle costs and life cycle expenditure gives an indication as to whether present consumers are paying their share of the assets they are consuming each year. The purpose of this Infrastructure and Asset Management Plan is to identify levels of service that the community needs and can afford and develop the necessary long term financial plans to provide the service in a sustainable manner.

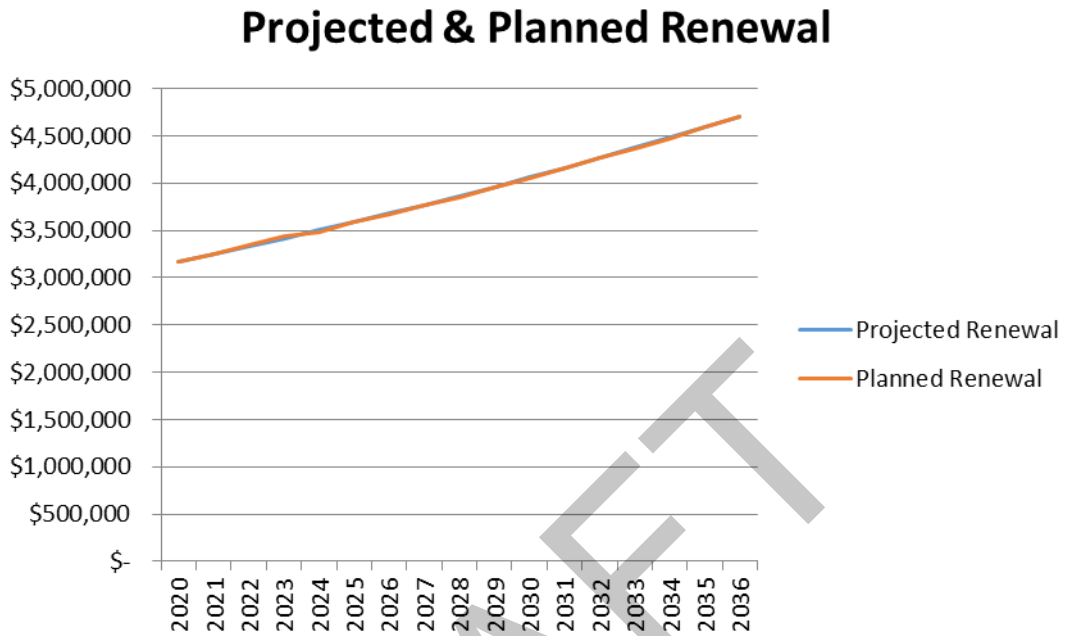
6.1.3 Medium term – 10 Year Financial Planning Period

This Infrastructure and Asset Management Plan identifies the estimated maintenance and capital expenditures required to provide an agreed level of service to the community over a 20 year period for input into a 10 year financial plan and funding plan to provide the service in a sustainable manner.

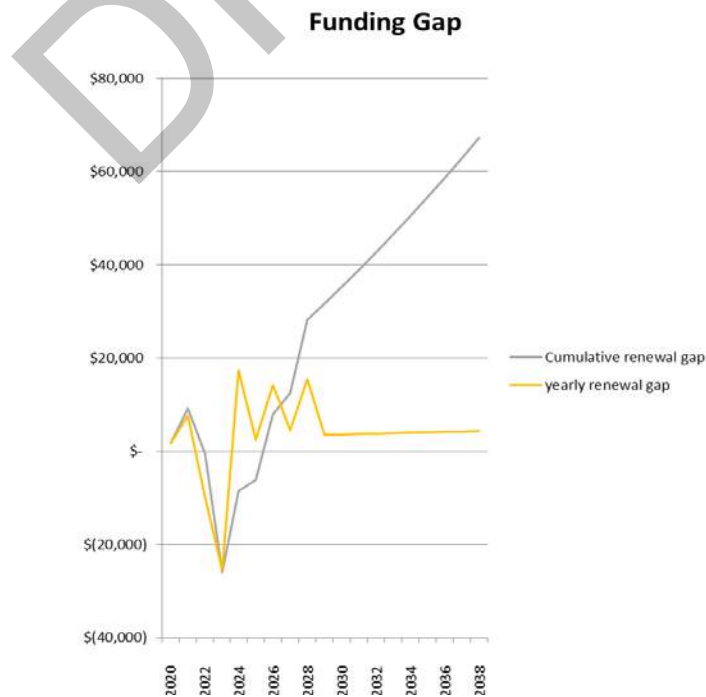
This may be compared to existing or planned expenditures in the 20 year period to identify any gap. In a core Infrastructure and Asset Management Plan, a gap is generally due to increasing asset renewals or underfunding of capital renewal programs.

Fig 7 shows the projected asset renewals in the 20 year planning period from the asset register. The projected asset renewals are compared to planned renewal expenditure in the capital works program and capital renewal expenditure in year 1 of the planning period as shown in Fig 7 Table 6.1.1 shows the annual and cumulative funding gap between projected and planned renewals.

Fig 7. Projected and Planned Renewals and Expenditure Gap



This chart shows the difference between Projected funding (funding required to maintain assets to agreed service levels) and Planned funding (actual funding from Council budget and forward works programs). Ideally, there should be no funding gap between these two lines.



This chart shows the difference (in \$'s) between Projected and Planned funding. This difference is referred to as the “Yearly renewal gap”. The cumulative renewal gap is the accumulation of yearly renewal gaps and is equal to the total amount of shortfall in funding at any point in time.

Table 6.1.1 Projected and Planned Renewals and Expenditure Gap

Year	Projected Renewals	Planned Renewals	Renewal Funding Gap	Cumulative Gap
2020	\$3,172,884	\$3,171,200	\$1,684	\$1,684
2021	\$3,252,207	\$3,244,600	\$7,607	\$9,291
2022	\$3,333,512	\$3,343,300	-\$9,788	-\$497
2023	\$3,416,849	\$3,442,300	-\$25,451	-\$25,948
2024	\$3,502,271	\$3,484,900	\$17,371	-\$8,577
2025	\$3,589,827	\$3,587,400	\$2,427	-\$6,150
2026	\$3,679,573	\$3,665,400	\$14,173	\$8,024
2027	\$3,771,563	\$3,767,000	\$4,563	\$12,586
2028	\$3,865,852	\$3,850,300	\$15,552	\$28,138
2029	\$3,962,498	\$3,959,000	\$3,498	\$31,636
2030	\$4,061,560	\$4,057,975	\$3,585	\$35,221
2031	\$4,163,099	\$4,159,424	\$3,675	\$38,896
2032	\$4,267,177	\$4,263,410	\$3,767	\$42,663
2033	\$4,373,856	\$4,369,995	\$3,861	\$46,524
2034	\$4,483,203	\$4,479,245	\$3,958	\$50,481
2035	\$4,595,283	\$4,591,226	\$4,056	\$54,538
2036	\$4,710,165	\$4,706,007	\$4,158	\$58,695
2037	\$4,827,919	\$4,823,657	\$4,262	\$62,957
2038	\$4,948,617	\$4,944,248	\$4,368	\$67,326

Average Funding Gap = \$3,453

Note: Projected renewals (based on assumed inflation figures) assumed to increase in value by 2.5% per annum until 2036

Planned renewals (based on assumed Budget figures) assumed to increase by 2.5%

The cumulative gap has been projected from \$0 from 2020. Long term cumulative gap projections will be addressed in future iterations of the IAMP

Providing services in a sustainable manner will require matching of projected asset renewals to meet agreed service levels with planned capital works programs and available revenue.

A gap between projected asset renewal expenditure and actual (planned) expenditure indicates that further work is required to manage required service levels and future planned expenditure funding needs to eliminate any funding gap.

Council will manage the ‘gap’ by developing this Infrastructure and Asset Management Plan to provide guidance on future service levels and resources required to provide these services, and to ensure that the gap does not grow to an uncontrollable level.

6.2 Funding Strategy

Projected expenditure identified in Section 6.1 is to be funded from Council's operating and capital budgets. The funding strategy is detailed in the Council's Long Term Financial Plan.

Achieving the financial strategy will require a commitment from Council in further budget considerations to make up the gap between projected and planned expenditure. As can be seen in Table 6.1 and the chart of Projected Renewals V's Planned Renewals, if this gap isn't managed then over a 20 year period there is likely to be a cumulative shortfall in funds of \$67,326. This table can be used to determine what effect future budget adjustments are likely to have on long term asset sustainability and also what injection of funds will be required to close the gap.

Council is relying on external funding sources such as Special Local Roads programs and Roads to Recovery programs to maintain this gap to a manageable level, otherwise there will be increased pressure on rate revenue to maintain asset stocks at current service levels.

6.3 Valuation Forecasts

Asset values are forecast to increase as additional assets are added to the asset stock from construction and acquisition by Council and from assets constructed by land developers and others. Depreciation expense values are forecast in line with asset values based on asset condition depreciation and will be adjusted in accordance with asset revaluations which will occur from time to time taking into account condition assessments and additional asset age data.

The depreciated replacement cost (current replacement cost less accumulated depreciation) will vary over the forecast period depending on the rates of addition of new assets, disposal of old assets and consumption and renewal of existing assets. However, it is expected that limited asset disposal will occur in the road asset category.

6.4 Key Assumptions made in Financial Forecasts

This section details the key assumptions made in presenting the information contained in this Infrastructure and Asset Management Plan and in preparing forecasts of required operating and capital expenditure and asset values. It is presented to enable readers to gain an understanding of the levels of confidence in the data behind the financial forecasts.

Key assumptions made in this Infrastructure and Asset Management Plan are:

- Asset condition and age has been determined based on engineering knowledge, best available data and previous asset deterioration rates. Some asset categories such as road seals have more accurate data available than other asset categories such as drainage infrastructure. However, current asset age can be reasonably determined by reverse engineering from total asset life and current asset condition. Example, a road seal is rated as being in a condition of 7/10, and has a total life of say 15 years. Therefore the asset still has 70% of its useful life remaining and 30% of its life has been used. The current asset age is therefore 30% of 15 years, i.e. 5 years old.
- Straight line depreciation of asset condition has been assumed but in reality the asset condition tends to drop off significantly towards the end of the asset life. This sharp drop off will impact on funding requirements needed to maintain asset stock in a reasonable condition and therefore Council's approach is to renew assets before this sharp drop in asset condition. i.e. Council intends to continue with its asset renewal plans before assets reach the end of their serviceable life. This Plan includes a residual value of the unit, being set out at a uniform 10% of the replacement value. This assumption reflects that a road asset (albeit in poor condition) is still useful.
- This Infrastructure and Asset Management Plan was put together based on the information at hand at the time of preparing the Plan. As asset information is updated and more accurate information becomes available, the Infrastructure and Asset Management Plan will become more accurate.

However, Council has very detailed asset information on most asset categories covered under this Plan and is therefore confident that this Plan accurately reflects Council's current asset position.

- It is assumed at this point in time that there will be minimal effect to asset service and delivery from future technological changes.
- With respect to Table 6.1.1 projected renewals are assumed to increase in value at a rate of 2.5% per annum. Any variation from 2.5% can affect the cumulative gap significantly (the data presented in this report is very sensitive to this assumption).

Accuracy of future financial forecasts may be improved in future revisions of this Infrastructure and Asset Management Plan by the following actions:

- More accurate data on actual asset life for all asset categories.
- Full cost attribution on future works programs through more sophisticated accounting measures.
- Improved data collection and condition assessment of assets and recording of this data in AIM program.

DRAFT



Road and Drainage Infrastructure and Asset Management Plan

First year of expenditure projections 2018 (yr ending 30 June 2018)

Road Asset values as at 1st July 2018

Current replacement cost	\$150,332 (000)
Net Fair Value	\$114,560 (000)
Annual depreciation expense	\$3,095 (000)

Calc CRC from Asset Register
 \$0 (000)
 This is a check for you.

Operations and Maintenance Costs from New Assets

Additional operations costs	0.05%
Additional maintenance	0.41%
Additional depreciation	2.06%

% of asset value	0.05%
	0.41%
	2.06%

Existing %ages calculated from data in worksheet	0.05%
	0.41%
	2.06%

You may use these values calculated from your data, or overwrite the links.

20 Year Expenditure Projections Note: Enter all values in current 2019 values

Year ending June		2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037	2038
		\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$001
Operations																						
Management	2.5%	\$63.3	\$64.9	\$66.5	\$68.2	\$69.9	\$71.6	\$73.4	\$75.2	\$77.1	\$79.1	\$81.0	\$83.1	\$85.1	\$87.3	\$89.4	\$91.7	\$94.0	\$96.3	\$98.7	\$101.2	\$103.7
AM systems	2.5%	\$13.5	\$13.8	\$14.2	\$14.5	\$14.9	\$15.3	\$15.7	\$16.0	\$16.4	\$16.9	\$17.3	\$17.7	\$18.2	\$18.6	\$19.1	\$19.6	\$20.0	\$20.5	\$21.1	\$21.6	\$22.1
Total operations		\$78.8	\$78.7	\$80.7	\$82.7	\$84.8	\$86.9	\$89.1	\$91.3	\$93.6	\$95.9	\$98.3	\$100.8	\$103.3	\$105.9	\$108.5	\$111.2	\$114.0	\$116.9	\$119.8	\$122.8	\$125.8
Maintenance																						
Reactive maintenance	2.5%	\$537.1	\$550.5	\$564.3	\$578.4	\$592.9	\$607.7	\$622.9	\$638.4	\$654.4	\$670.8	\$687.5	\$704.7	\$722.3	\$740.4	\$758.9	\$777.9	\$797.3	\$817.3	\$837.7	\$858.6	\$880.1
Planned maintenance	2.5%	\$80.7	\$82.7	\$84.8	\$86.9	\$89.1	\$91.3	\$93.6	\$95.9	\$98.3	\$100.8	\$103.3	\$105.9	\$108.5	\$111.2	\$114.0	\$116.9	\$119.8	\$122.8	\$125.9	\$129.0	\$132.2
Total maintenance		\$617.8	\$633.2	\$649.1	\$665.3	\$681.9	\$699.0	\$716.5	\$734.4	\$752.7	\$771.5	\$790.8	\$810.6	\$830.9	\$851.6	\$872.9	\$894.8	\$917.1	\$940.1	\$963.6	\$987.6	\$1,012.3
Capital																						
Planned Renewal	2.5%	\$2,353.0	\$2,308.0	\$3,171.2	\$3,244.6	\$3,343.3	\$3,442.3	\$3,484.9	\$3,587.4	\$3,665.4	\$3,767.0	\$3,850.3	\$3,959.0	\$4,058.0	\$4,159.4	\$4,263.4	\$4,370.0	\$4,479.2	\$4,591.2	\$4,706.0	\$4,823.7	\$4,944.2
Planned New	2.5%	\$787.0	\$1,187.0	\$355.4	\$485.2	\$354.4	\$346.1	\$356.1	\$345.4	\$380.0	\$384.9	\$344.9	\$358.6	\$367.6	\$376.8	\$386.2	\$395.8	\$405.7	\$415.9	\$426.3	\$436.9	\$447.8
Growth Assets Const/Funded by Council		\$100.0	\$100.0	\$100.0	\$100.0	\$100.0	\$100.0	\$100.0	\$100.0	\$100.0	\$100.0	\$100.0	\$100.0	\$100.0	\$100.0	\$100.0	\$100.0	\$100.0	\$100.0	\$100.0	\$100.0	\$101.0
Total Planned Upgrade/New		\$3,240.0	\$3,595.0	\$3,626.6	\$3,829.8	\$3,797.7	\$3,888.4	\$3,941.0	\$4,032.8	\$4,145.4	\$4,251.9	\$4,295.2	\$4,417.6	\$4,525.5	\$4,636.2	\$4,749.6	\$4,865.8	\$4,985.0	\$5,107.1	\$5,232.3	\$5,360.6	\$5,493.1
		\$3,936.6	\$4,307.0	\$4,356.4	\$4,577.8	\$4,564.4	\$4,674.3	\$4,746.5	\$4,858.5	\$4,991.7	\$5,119.4	\$5,184.3	\$5,329.0	\$5,499.7	\$5,593.7	\$5,781.0	\$5,871.8	\$6,016.1	\$6,164.0	\$6,315.6	\$6,471.0	\$6,631.3
Planned Disposals		\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0

PLAN IMPROVEMENT AND MONITORING

1. Performance Measures

The effectiveness of the Infrastructure and Asset Management Plan can be measured in the following ways:

- The degree to which the required cashflows identified in this Infrastructure and Asset Management Plan are incorporated into Council's LTFP and Community Plan;
- The degree to which 1-10 year detailed works programs, budgets, business plans and organisational structures take into account the 'global' works program trends provided by the Infrastructure and Asset Management Plan.

2. Improvement Plan

The asset management improvement plan generated from this Infrastructure and Asset Management Plan is shown in Table 8.2.

Table 8.2 Improvement Plan

Task No	Task	Responsibility	Resources Required	Timeline
1.	Detailed investigation / design on major road work projects leading to higher quality & efficiencies	Engineering Manager	Time	
2.	Increase hotmix overlay programs for footpaths and roads to extend useful life	Engineering Manager	Budget allocation	Ongoing
3.	Improved maintenance practices to increase efficiencies	Engineering Manager	Time	Ongoing
4.	Replacement of small footpath pavers to large format pavers to reduce trip hazards	Engineering Manager	Budget allocation	Ongoing
5.	Improved long term financial planning and forecasting	Council	Time	Ongoing

3. Monitoring and Review Procedures

This Infrastructure and Asset Management Plan will be reviewed during annual budget preparation and amended to recognise any changes in service levels and/or resources available to provide those services as a result of the budget decision process.

The Plan has a life of 4 years and is due for revision and updating within 2 years of each Council election.

REFERENCES

City of Mount Gambier Community Plan – The Futures Paper 2016-2020

City of Mount Gambier Annual Report and Budget

DVC, 2006, 'Asset Investment Guidelines', 'Glossary', Department for Victorian Communities, Local Government Victoria, Melbourne

IPWEA, 2006, 'International Infrastructure Management Manual', Institute of Public Works Engineering Australia, Sydney, www.ipwea.org.au

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APPENDICES

Appendix A Maintenance Response Levels of Service

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LEVELS OF SERVICE

APPENDIX A

The following table outlines standard levels of service for all council assets. Refer to Infrastructure and Asset Management Plan for information of class specific exceptions, how well the assets are performing and how Target Performance will be sought.

Key Performance Indicator	Level of Service	Performance Measurement Process	Target Performance
Community Utility			
Legislative Compliance	to ensure compliance with relevant acts and legislative requirements	audit and review of compliance requirements	full compliance
Safety	to provide safe access and amenity	audit and review of compliance requirements	full compliance
Customer Satisfaction	to provide assets that meet customer requirements and expectations in relation to accessibility, form and function	conduct customer survey in relation to asset provision	customers to provide an average satisfaction level of good to excellent (greater than 7 on scale 0-10)
Operating or Technical			
Condition	to provide the asset base in a condition that is safe, asethetic, fit for purpose and meets customer expectations	to complete city wide progressive condition audit and risk assessment audit every two years	90% of assets to have a condition rating of fair to excellent
Responsiveness	to respond to customer requests consistent with corporate standards and service agreements	periodic reports on customer request turn around times and customer satisfaction feedback forms level of overall customer requests monitored	90% of customer requests to be processed within the agreed timeframes 10% reduction in reactive customer requests per annum
Performance	to ensure the assets perform cost effectively and provide adequate service to the community	performance analysis level of service reviews and audits	individual asset groups to meet identified needs
Design and Capacity	level to provide assets that meet required service levels and standards, design standards and specifictions	endorsed service standards and specifictions for the building and maintenance of assets	100% compliance
Cost Effectiveness	to provide and maintain the assets according to best value over the lifecycle while meeting Council objectives	lifecycle cost in conjunction with intervention and deterioration modelling	reduction of lifecycle costs to equivalent of benchmarked best pralice

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Building and Structures Asset Management Plan

2020/2029

March 2019

Document Control



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ABBREVIATIONS

AMP	Asset Management Plan
CRC	Current replacement cost
DA	Depreciable amount
DDA	Disability Discrimination Act
IRMP	Infrastructure Risk Management Plan
MMS	Maintenance management system
LTFP	Council's Long Term Financial Plan
RV	Residual value

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1. INTRODUCTION

1.1 Background

The purpose of the Buildings and Structures AMP is to outline a broad approach asset management, demonstrate proactive management of assets (and services provided from those assets) and model the funding required from the assumptions developed for those assets. This Asset Management Plan (AMP) is to be read in conjunction with Council's Asset Management Policy, Asset Management Strategy and the following associated planning documents:

- Community Plan
- Long Term Financial Plan (LTFP)
- Council's Development Plan
- Annual Business Plan and Budget (ABP&B)
- Building Code of Australia (BCA) and National Construction Code
- Disability Discrimination Act requirements (DDA)
- Community Land Management Plans
- Permits for use of Council facilities by external parties
- Management Agreements for the management of Council facilities
- Preliminary Disability Access Report

This AMP covers all Council controlled buildings and structures within the City of Mount Gambier as indicated in the following summary:

Table 1. Building and Structures covered by this Plan

Asset Category	Number of	Carrying Value (\$)
Buildings	259*	\$52.167M
Structures	290	\$13.326M
TOTAL		\$65.493M

**includes all components of buildings as they are recorded as separate assets on the asset register*

Key stakeholders in the preparation and implementation of this AMP are shown in Table 2.

Table 2: Key Stakeholders

Key Stakeholder	Role in AM Plan
Councillors	<ul style="list-style-type: none">• Represent needs of the community and stakeholders• Set targeted sustainability ratios• Ensure organisation is financial sustainable• Adopt Strategic Plans and approve Budgets
Executives	<ul style="list-style-type: none">• Asset Management Plan• Annual budget• Portfolio sponsor
Customers	<ul style="list-style-type: none">• End users of service/assets• Licence/Leaseholders

Insurers	<ul style="list-style-type: none"> Partner with Council to mutually cover risk exposure
Contractors/suppliers	<ul style="list-style-type: none"> Support the provision of human and physical resources External valuations, including insurance valuations
Government	<ul style="list-style-type: none"> Provides occasional grants to Council for building projects
Building Maintenance Business Unit	<ul style="list-style-type: none"> Responsible for actual maintenance and renewal for identified buildings and structures Contract manage relevant building maintenance contracts
Strategic Finance & Accountability Business Unit Finance Business Unit	<ul style="list-style-type: none"> Council's LTFP Asset valuation and depreciation Procurement facilitation

1.2 Goals and Objectives of Asset Management

The Council exists to provide services to its community. Some of these services are provided by building and structure assets. Council has acquired assets by purchase, construction and by donation/gift.

Council's goal in managing building and structure assets is to meet the defined level of service in the most cost effective manner for present and future consumers. The key elements of building and structure asset management are:

- Taking a life cycle approach to developing cost-effective management strategies for the long term
- Providing a defined level of service and monitoring performance in line with stakeholder needs
- Managing risks associated with asset failures and disasters
- Having an LTFP which identifies required, affordable expenditure and how it will be financed
- Continuous improvement in asset management practices.¹

This AMP is prepared under the direction of Council's Community Plan which represents the vision, aspirations and priorities of the community now and into the future.

Our Vision is: **An inclusive city where people lead fulfilling lives.**

The objectives contained within the Community Plan fall under four key themes:

Our People	A safe, inclusive city where access to quality services and facilities supports a socially connected, vibrant and healthy community
Our Location	A perfectly centered place where people aspire to live, work, visit and invest
Our Diverse Economy	A diversified, innovative and resilient economy that generates jobs and services
Our Climate, Natural Resources, Arts, Culture and Heritage	A culturally-inspired city that strives to minimise its ecological footprint.

¹ IIMM 2006 Sec 1.1.3, p 1.3

Key envisaged outcomes, projects and services described in the Community Plan that directly relate Council's building and structure asset management are:

- Provide and advocate for appropriate and accessible services and facilities
- Development of public spaces to support community connectedness
- Generate pride in our environment, culture and heritage by actively learning about, promoting and preserving our heritage.

A 'top down' approach has been used where analysis is applied at the system or network level to meet minimum legislative and organisational requirements for sustainable service delivery and long term financial planning and reporting.

Future versions of the AM Plan will move towards 'advanced' asset management using both a hybrid 'top down' and 'bottom up' approach for reporting up to date information about individual assets.

This plan is prepared to facilitate community consultation and in line with section 122(6) and 122(7) of the Local Government Act the draft plan is made available to the public at our principal office for feedback.

Future revisions may include greater community consultation on service levels and costs of provision to assist Council and the community in balancing the level of service needed and/or desired with the community's ability and willingness to pay for the service(s).

1.3 Plan Framework

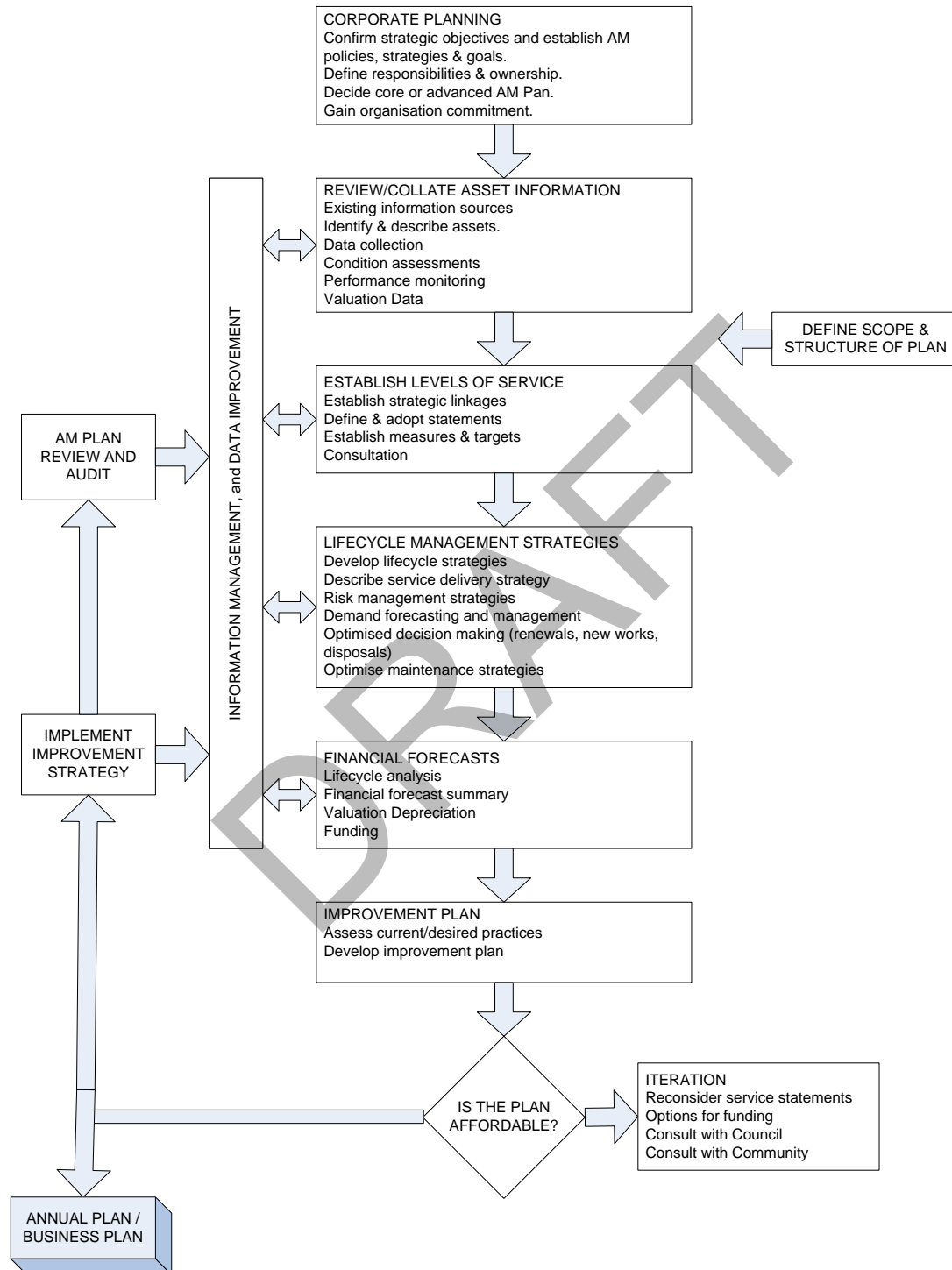
Key elements of the Plan are

- Levels of service – specifies the services and levels of service to be provided by Council.
- Future demand – how this will impact on future service delivery and how this is to be met.
- Life cycle management – how Council will manage its existing and future assets to provide the required services.
- Financial summary – what funds are required to provide the required services.
- Asset management practices.
- Monitoring – how the Plan will be monitored to ensure it is meeting Council's objectives.
- Asset management improvement plan.

A road map for preparing an Asset Management Plan is shown below.

Figure 1: Road Map for preparing an Asset Management Plan

Source: IIMM Fig 1.5.1, p 1.11



2. LEVELS OF SERVICE

Levels of service provide the basis for life cycle management strategies and works programs, whilst supporting the Council's strategic goals. Ongoing planning for the ownership and management of Council's buildings aims to ensure that building assets provide, or help to provide, appropriate services for the community.

2.1 Legislative Requirements

Council has to meet many legislative requirements including Australian and State legislation and State regulations. These include:

Table 3: Legislative Requirements

Legislation	Requirement
Local Government Act, 1999	Sets out role, purpose, responsibilities and powers of local governments including the preparation of a long term financial plan supported by infrastructure and asset management plans for sustainable service delivery.
Development Act and subordinate legislation (example Development Plan and Building Code)	Provides Council with the legislative framework to guide the preservation and enhancement of its buildings and structures.
Heritage Act, 2004	An Act that conserves places with heritage value
Building Code of Australia, 2016	States the minimum requirements for the design, construction and maintenance of buildings
Australian Accounting Standards	Sets out the financial reporting standards relating to the valuation and depreciation of assets
Work Health and Safety Act, 2012	Secures the health, safety and welfare of persons at work
Asbestos Removal Code of Practice	The management and maintenance of asbestos in accordance with the code
Disability Discrimination Act (DDA), 2012	An Act that bans discrimination of people based on a disability
Environmental Protection Act, 1997	An Act that covers the protection of the environment

2.2 Building Importance/Criticality

In order to manage Council's buildings more effectively, buildings are in the process of being grouped based on level of importance and criticality. Table 4 provides an outline of Council's envisaged building categorisation.

Development of Council's categorisation and understanding of building and structure assets is a priority to enable better planning for annual budgeting, capital renewal and maintenance requirements. This will

ultimately establish more specific levels of service required per building group/category and expenditure prioritisation into the future.

Table 4: Building Categories/Groupings

Category	Criticality rating	Description	Service Standard
A	Significant	High profile facility of major local or regional significance; Facility used as a key revenue generator and/or houses a key service deliverable; Facility is occupied and usage is high; No alternative building or facility available for temporary retention of service delivery; Impacts on Council reputation is at significant risk.	Building and facility to be in best possible condition. High level of accessibility and appearance. Full replacement cost method. Minimal deterioration.
B	High	Facilities are important to operations; Facilities with important public interface and/or heritage; Facilities requiring good public presentation and high quality working environment; Possible alternative building or facility available for temporary retention of service delivery; Impacts on Council reputation is a high risk.	Building to be maintained in good condition operationally and aesthetically.
C	Medium	Non-critical facilities including most buildings supporting typical/standard local government service standards; Usage of facility is adhoc and/or supportive of service rather than a significant provider in its own right; Possible category for community and/or heritage facilities; Impacts on Council reputation is a medium risk.	Building to be in reasonable to good condition, meeting full operational requirements. Likely to reach end of life before renewal.
D	Low	Non-critical facilities used for basic functional performance; Facilities can easily operate in basic condition; Alternative buildings or facilities readily available; Impacts on Council reputation is a low risk.	Building to meet minimal operational requirements. Maintenance is minimal. Will reach end of life before renewal.
E	Minimal	Building is no longer operational. Pending disposal or demolition.	Building can be allowed to deteriorate. Must be marginally maintained to meet minimum statutory safety and aesthetic requirements.

Future iterations of this Plan will expand on this categorisation by providing examples of buildings and numbers of buildings defined per category. At the time of writing this Plan, this information was not yet finalised.

To support these groupings, Council is in the process of developing criteria or attribute questions. These questions record certain attributes of buildings that assist in determining the category (refer Table 4) that the building should be defined as. Examples of attributes currently being developed include:

- Usage of facility
- Facility profile
- Current occupancy
- Community significance
- Revenue generation
- Alternative building availability
- Building closure community reaction.

A key future task of Council is to assess buildings by the attributes determined to ensure a consistent and methodical approach to categorising the relevant assets. Once the grouping of each building asset is known, high-level financial modelling can be completed and assessed in conjunction with Council's long term financial plan and strategies. Future iterations of this Plan will expand on these attributes and asset categorisation to provide a more complex understanding of Council's building assets.

2.3 Current Levels of Service

Council has defined service levels in two terms:

1. Community Service Levels

These relate to how the community receives the service in terms of safety, quality, function, quantity, reliability, responsiveness and cost/efficiency.

2. Operational or Technical Service Levels

These measures relate to the allocation of resources to service activities that the Council undertakes to best achieve the desired community outcomes, whilst meeting all legislative requirements.

Council's current service levels are detailed in Table 5.

Table 5 Current Service Levels

Key Performance Measure	Level of Service	Performance Measure Process	Performance Target	Current Performance
COMMUNITY LEVELS OF SERVICE				
Quality	Provide buildings that are fit for purpose	Customer service requests Condition rating	Less than 2 per month for any particular building or structure	Less than 2 per month for any particular building or structure
Function	Buildings and structures are available and accessible for intended use at all times (apart from during times of maintenance)	Customer complaints relating to unavailability of building or structure	Less than 2 per month for any particular building or structure	Less than 2 per month for any particular building or structure
	Building facilities meet user requirements	Usage of facility	Average usage of facility 50% occupancy for each building	TBC
Safety	Provide buildings that comply with the principles of the BCA and DDA Buildings are free from hazards	Number of injury incidents relating to health, safety and disability for Council owned buildings and structures	Less than 3 per month per building or structure	Less than 3 per month per building or structure
Asbestos	Ensure that all building facilities meet asbestos regulations	Asbestos registers onsite and program in place to remove and/or manage asbestos from, in and around buildings	<2 incidents per year	0 incidents reported
TECHNICAL LEVELS OF SERVICE				
Condition	Carry out routine maintenance on buildings and structures	Number of complaints relating to minor maintenance matters	Less than 5 per month for any particular building or structure	Less than 5 per month for any particular building or structure
	Provide facilities that are in a safe and well maintained condition	Condition rating of all buildings by qualified personnel	All Council owned buildings – Average rating no lower than "average"	TBC
Compliance	Compliance with Building Codes and technical standards	All new work and significant refurbishment to comply with current standards	Development Act approval and compliance with Building Code of Australia	Plans and specifications are submitted to gain development approval
Accessibility	Provide DDA compliance to Council buildings and structures	Review all Council owned buildings for DDA compliance	<ul style="list-style-type: none"> Council assesses 50 buildings per annum for DDA compliance Develop and implement annual works program to address identified DDA issues 	Council recently had a consultant prepare a report on disability access to a number of its buildings
Costings/Affordability	Operational expenditure costs are known	Introduction of work order costing system to track maintenance of buildings	All plant, labour and material costs booked to work orders for individual buildings	All plant, labour and material costs booked to work orders for individual buildings
Safety	Condition assessment surveys to identify any issue relating to occupier safety	Building and structure condition assessments to be carried out on a one in three year cycle	Identified safety issues are documented and included in works program for the following financial year	Issues addressed as they are identified, assessment frequency not currently stipulated

2.4 Desired Levels of Service

At present, indications of desired levels of service are obtained from various sources including, residents' feedback to Councillors and staff, service requests and correspondence. Council has still to quantify all desired levels of service. This will be incorporated in future revisions of this Infrastructure and AMP.

3. FUTURE DEMAND

3.1 Demand Forecast

Factors affecting demand include population change, changes in demographics, seasonal factors, consumer preferences and expectations, economic factors, environmental awareness, changing legislative requirements, risk management practices, etc.

Demand factor trends and impacts on service delivery are summarised in Table 6

Table 6: Demand Factors, Projections and Impact on Services

Demand factor	Present position	Projection	Impact on services
Population	26,276 (<i>census 2016</i>)	32,000 people by 2027 ²	Population growth will have marginal impact on existing services
Demographics	Ageing population		Increase in aged care accommodation and facilities to service the elderly. Disability access will become increasingly important.
Climate change	More demand for indoor recreation facilities, air conditioned buildings and recreational shade/weather protection structures	Demand for indoor multipurpose recreation facilities and weather protection structures over outdoor recreation facilities	capital expenditure as required to meet community needs and expectations
Legislative changes	Compliance with BCA but not 100% compliance with DDA	Increasing legislative and governance demands for full DDA compliance, long term financial sustainability, environmental sustainability for the existing building stock as well as pressure for additional buildings	Demand for retrofitting buildings for DDA, environmental sustainability etc. and impact on financial resources in the provision of new buildings

3.2 Changes in Technology

Technology changes are forecast to have little effect on the delivery of services covered by this Plan, but will likely improve customer feedback and advice to Council (eg. Web based communication to Council, smart phone technology, automated monitoring of building services, online/interactive building lighting/art).

Council will face increasing community pressure to retrofit existing facilities with technology that will improve the overall environmental sustainability of the facility and safety.

² Referenced from Community and Recreation Hub Feasibility Study

Technology changes forecast to affect the delivery of services covered by this plan are detailed in Table 7.

Table 7: Forecast changes in technology and effect on service delivery

Technology Change	Effect on Service Delivery
CCTV Cameras	Council are in the process of implementing CCTV systems and this may be able to be utilised in asset management, assessment and surveillance to assist in reduction of damage to its buildings and structures.
Interactive Building aesthetics	<ul style="list-style-type: none"> • Building projections, permanent architectural projection • Storytelling, interpreting and sharing local heritage • Urban transformation and creative initiatives through public art
Automatic detection and safety systems	Expansion of electronic access to buildings, automatic closing & locking of buildings (i.e. do not have to be in the facility itself)
Robotics and artificial intelligence	Robotic cleaning equipment and self-cleaning buildings such as self-cleaning toilets and other facilities.
Plant & Equipment	Updated plant & equipment may result in improved service delivery within a more efficient timeframe and to a better standard.
Mobile computing	Use of improved technology for condition rating may lead to increased data integrity and ability to link to GIS for improved visualisation. Will also mean simpler and more efficient information transfer without double handing of data.
Environment Sustainability	Installation of energy and water saving equipment for environmental responsibility and for cost efficiency.

3.3 Impact of Climate Change

There is continuing discussion about changing climate conditions including increased rainfall, sea level rise and the magnitude and frequency of major weather events. It is unlikely that climate change will affect building assets significantly during the period covered by this plan.

Mount Gambier is located in a volcanic region and Council's risk assessments and disaster recovery plans provide for catastrophic events such as this and/or other extreme natural phenomena.

3.4 Demand Management Plan

Demand for new services will be managed through a combination of managing existing assets, upgrading of existing assets and providing new assets to meet demand. Demand management practices include non-asset solutions, insuring against risks and managing failures.

Non-asset solutions focus on providing the required service without the need for the organisation to own the assets, such as leasing arrangements or providing services from existing infrastructure which may be located in another community area or contributing to capital improvements of another organisation that provide benefits for our community. An example of this includes, the Mount Gambier Airport, located outside the City of Mount Gambier boundary, however Council has committed to contribute funding to

upgrade its facilities. Other non-asset solutions include managing expectations in relation to service standards and service failures by controlling or softening demand.

The current lack of information on the extent of service provision required to meet community demand for buildings makes it difficult to assess the gap between the community desires/needs and existing service provision. Opportunities identified to date for demand management are shown in Table 8. Further opportunities will be developed in future revisions of this AM Plan.

Table 8: Demand Management Plan Summary

Service Activity	Demand Management Plan
Operations	Utilise office space more efficiently. Identify buildings not being used to their full potential and consult the community on other uses.
Financial	Develop long-term financial management plans to ensure financial sustainability
DDA provision improvements	To enact works programs developed as part of the accessibility assessment identified in Table 6
Environmental sustainability	Use Triple Bottom Line analysis (refer CHAT) to assess whether any identified project is to proceed. Council will need to ensure that the community is aware of this Plan and understands the long term financial implications.
Public Toilet Facilities	Councillors and community have recently encouraged investment in building renewal for primary public toilet facilities. Intelligent waste management systems.

4. LIFECYCLE MANAGEMENT PLAN

The lifecycle management plan details how Council plans to manage and operate the assets at the agreed levels of service (defined in the section “Levels of Service”) while optimising life cycle costs.

4.1 Background Data

4.1.1 Physical Parameters

The assets covered by this Plan are shown in Table 1.

Council uses the following components to assist with valuation, condition and more accurately reflect useful life as the components that make up a building are dissimilar in nature.

Table 9: Building Components and Average useful life

Building Component	Average Useful Life for component (years)
Structure	77
Roofing	40
Services	50
Fitout	19

Over 5% of Council's building and structure assets are identified as heritage. At the last external valuation completed as at 1 July 2016, significant correspondence was undertaken with the external valuers to better align the useful lives of significant heritage assets based on their historic performance. Due to this, the average useful life of the building structure component has been slightly elevated to 77 years (previously estimated to be between 50-60 years).

Generally the building and structure assets mentioned above are in fair to good condition although asset ages vary considerably across the City. Council has limited data on the age profile of its Asset stock but does have an increasing understanding of the condition data for building and structure asset categories. Council uses a combination of the age and condition data to set future works programs and also to prepare risk control strategies.

4.1.2 Asset Capacity and Performance

Council's services are generally provided to meet design standards where these are available.

Council engaged a consultant in July 2018 to complete a preliminary disability audit on a selection of buildings including public amenities and heritage sites. Refer Appendix A for a copy of the Preliminary Disability Access Report.

The Preliminary Disability Access Report (the Report) provides a snapshot of where Council is at in terms of general disabled access. It also identifies buildings (including surrounds) that are not meeting compliance standards and should be ear marked for demolishing or significant works. At the time of writing this Plan, further analysis of the Report was in progress. Council's key tasks in relation to the Report are to:

- Consult with the community
- Prioritise works to be completed
- Design and project cost works
- Ensure strategic alliance (both financial and non-financial)

Future iterations of this Plan will provide further detail on forward works programming.

4.1.3 Asset Condition

Council's building and structure assets were last assessed for condition as at 1 July 2016 by external consultants as part of the revaluation process. The condition is measured using a 0 – 5 rating system.³

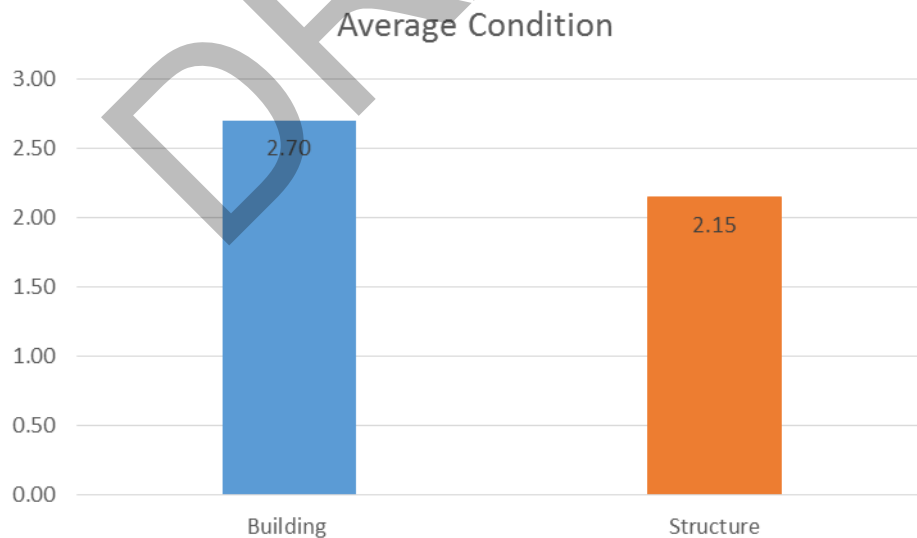
The condition profile of Council's assets will be further assessed by technical building experts and include review of compliance standards, appearance, security, fit for purpose and environmental fitness and be reflected in future updates of this Plan.

Table 10: Condition Rating Scale

Rating	Rating Title	Description of Condition
1	Excellent	New or as new condition. Only planned maintenance required
2	Good	Well maintained, good condition. Minor maintenance required plus planned maintenance
3	Average	Average condition with minor maintenance required
4	Poor	Significant renewal/upgrade required (start of rapid decline)
5	Very Poor	Unserviceable/ approaching obsolescence. Asset renewal or disposal required

The condition profile of Council's building and structure assets is shown below in figures 2 and 3.

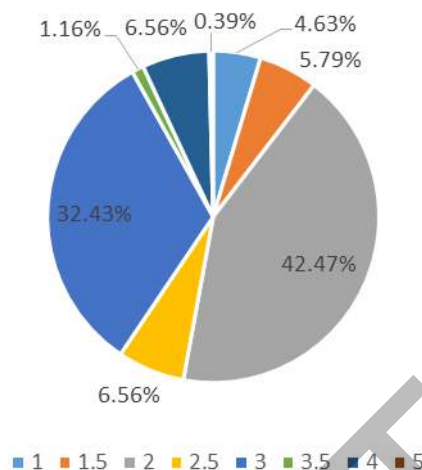
Figure 2: Building and Structure Asset Condition Profile



³ Opteon (SA) Pty Ltd Condition Assessment Method

Figure 3: Building and Structure Asset Summary by Condition

Condition Rating Summary



4.1.4 Asset Valuations

The value of building and structure assets covered by this AMP is summarised below. Building and Structure assets were last re-valued at 1 July 2016 by Opteon (South Australia) Pty Ltd.

As at 30 June 2018 the value of these assets was:

Total Value (at cost & fair value)	\$ 99,286M
Accumulated Depreciation	\$ 33,793M
Carrying Amount	\$ 65,493M
Annual Depreciation Expense	\$ 2,363M

Council's sustainability reporting shows the rate of annual asset consumption and compares this to asset renewal and asset upgrade and expansion.

Asset Consumption	2.38%	$(\$2,363M \div \$99,286M \times 100)$
Asset Renewal	0.71%	$(\$0.705M \div \$99,286M \times 100)$
Asset Renewal & Upgrade	1.11%	$(\$1,104M \div \$99,286M \times 100)$

These calculations are based on values as at 30 June 2018. The percentages indicate that Council needs to increase its annual expenditure on buildings and structure renewal by a factor of 3.35 times (calculated by: $2.38 / 0.71 = 3.35$ times).

As mentioned earlier in the Plan, Council is working towards assessing and categorising its buildings and structures assets with the outcome of a considered approach to renewal forward programming to reduce the 3.35 times deficiency. One of the first steps in this process was the commissioning of the Preliminary Disability Access Report.

4.2 Risk Management Plan

An assessment of risks associated with service delivery from infrastructure assets identifies critical risks to Council. The risk assessment process identifies credible risks, the likelihood of the risk event occurring, the consequences should the event occur, develops a risk rating, evaluates the risk and develops a risk treatment plan for non-acceptable risks.

4.3 Operations and Maintenance

Routine maintenance is the regular on-going work that is necessary to keep assets operating, including instances where portions of the asset fail and need immediate repair to make the asset operational again.

Operational activities are those that consume resources to ensure the asset levels of service are met, for example, cleaning and consumables. Key drivers for these type of expenses are frequency/volume of use and opening hours.

4.3.1 Maintenance Plan

Maintenance includes reactive, planned and cyclic maintenance work activities.

Reactive maintenance is unplanned repair work carried out in response to service requests and management/supervisory directions.

Planned maintenance is repair work that is identified and managed through a maintenance management system (MMS). MMS activities include inspection, assessing the condition against failure/breakdown experience, prioritising, scheduling, actioning the work and reporting what was done to develop a maintenance history and improve maintenance and service delivery performance.

Cyclic maintenance is replacement of higher value components/sub-components of assets that is undertaken on a regular cycle and may include painting, re-roofing, replace occasional window etc. This work generally falls below the capitalisation threshold.

Maintenance expenditure trends are shown in Figure 4.

Even with the introduction of a dedicated building maintenance crew within the field staff structure (which began operating from 1 July 2017), current and anticipated maintenance expenditure levels are inadequate to maintain current service levels and the use of contractors is required.

Assessment and prioritisation of reactive maintenance is undertaken by Council staff using experience and judgement.

4.3.2 Standards and Specifications

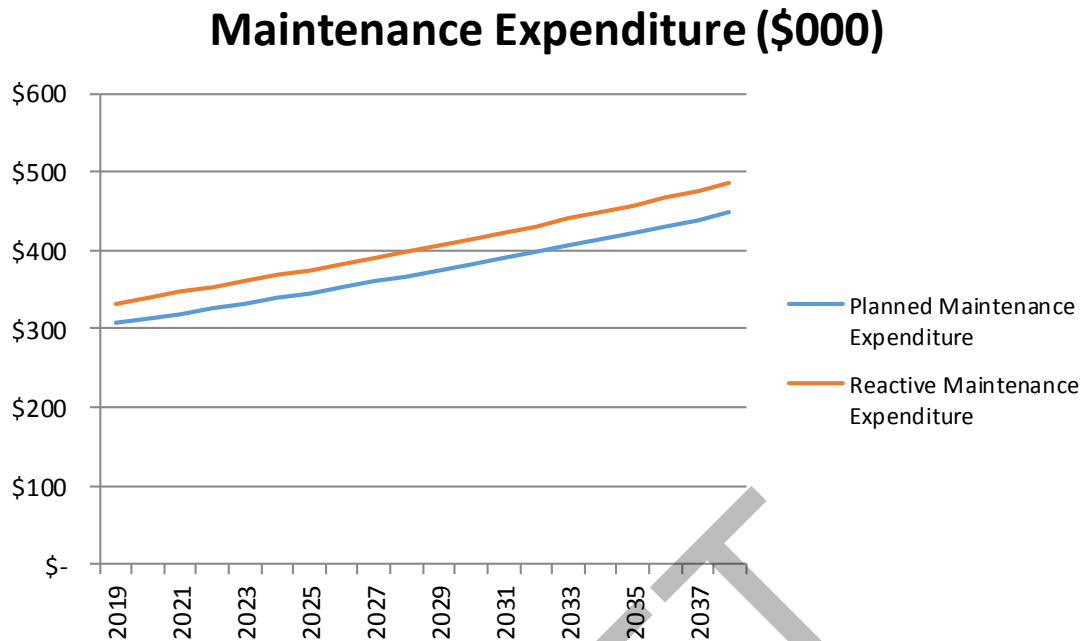
Maintenance work is carried out in accordance with the following Standards and Specifications:

- Current Australian and Industry Standards
- Work Health Safety Act and Regulations.

4.3.3 Summary of Future Maintenance Expenditures

Future maintenance expenditure is forecast to trend in line with the value of the asset stock as shown in Figure 4. Note that all costs are shown in current 2019 dollar values.

Figure 4: Maintenance Expenditure



Council have recently expanded and are still in the process of refining our use of Work Orders to provide improved data on building maintenance expenditure. Future iterations of this Plan will see improved information in this area.

Deferred maintenance, i.e. works that are identified for maintenance and unable to be funded are to be included in the risk assessment process in the Infrastructure and Asset Risk Management Plan.

Maintenance is funded from Council's operating budget and grants where available. This is further discussed in Section 5.2.

4.4 Renewal / Replacement Plan

Renewal expenditure is major work which does not increase the asset's design capacity but restores, rehabilitates, replaces or renews an existing asset to its original service potential. Work over and above restoring an asset to original service potential is upgrade/expansion or new works expenditure.

4.4.1 Renewal Plan

Assets requiring renewal are identified from one of three methods:

- Method 1 uses Asset Register data to project the renewal costs using acquisition year and useful life to determine the renewal year
- Method 2 uses capital renewal expenditure projections from external condition modelling systems
- Method 3 uses a combination of average network renewals plus defect repairs.

A combination of methods 1 and 2 were used for this Plan.

Renewal will be undertaken using 'low-cost' renewal methods where practical. The aim of 'low-cost' renewals is to restore the service potential or future economic benefits of the asset by renewing the assets at a cost less than replacement cost.

4.4.2 Renewal Standards

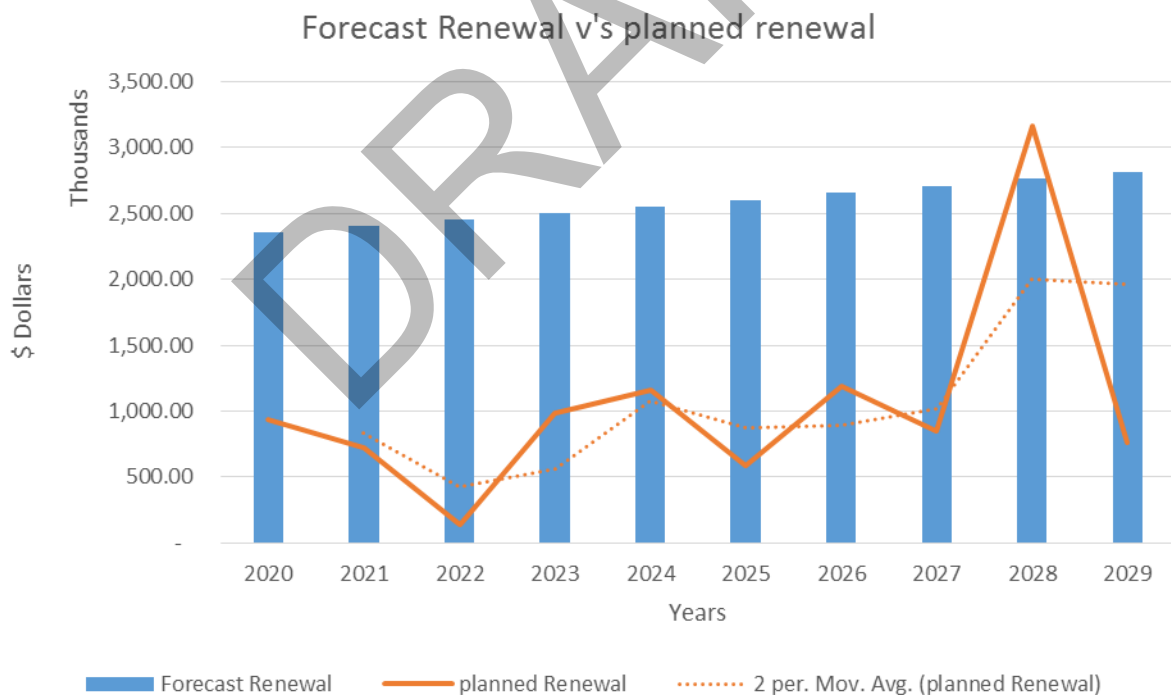
Renewal work is carried out in accordance with the following Standards and Specifications:

- Current Australian and Industry Standards
 - Building Code of Australia 2016
 - Disability Discrimination Act (DDA)
- Work Health Safety Act and Regulations
- Best Industry Practice Standards
 - Asbestos Removal Code of Practice
 - Electrical Wiring Code AS3000

4.4.3 Summary of Future Renewal Expenditure

Projected future renewal expenditures are forecast to increase over time as the asset stock ages. The costs are summarised in Figure 5. Note that all costs are shown in nominal dollar values.

Figure 5: Projected Capital Expenditure over next 10 years



Planned renewals are to be funded from Council's capital works program and grants where available. This is further discussed in Section 5.2. Council has recently taken the first step towards improving its buildings and structures planned renewal programming by using remaining useful life estimates. Future iterations of this Plan will become more detailed as Council continues to develop its assets categorisation and information. It should be noted that the forecast renewal is currently based on depreciation. Council's uses straight line depreciation for its building and structure assets and does not believe this to be an accurate reflection of what amount should be spent in any one year on asset renewal. Rather

depreciation can be used as a guide over the life of the asset and hence in some years renewal will be less than depreciation, whilst in other years, renewal will be greater depending on the value of assets that require works.

Deferred renewal, i.e. those assets identified for renewal and not scheduled for renewal in capital works programs are to be included in the risk assessment process in the Risk Management Plan.

Major or significant assets forecast for partial and significant renewal works over the next 10 years are shown in table 11.

Table 11: Major Assets forecast for renewal works

Asset	Year	Budget Estimate \$'000
Railway Station Building	2020	\$ 371
Public Amenities – Valley Lake	2020	\$ 200
Vansittart Park – Grandstand	2020	\$ 150
Lakes Area – Lookouts (various)	2021	\$ 241
Lakes Area – Conservation Park (various)	2021	\$ 240
Umpherston Sinkhole – Shelters (various)	2021	\$ 99
Public Amenities – TBA	2022	\$ 208
The Old Gaol and surrounding assets/structures	2023	\$ 406
Cave Gardens – stormwater, structures, street furniture	2023	\$ 220
Lakes Area – Lookouts (various) including underpass	2024	\$ 805
Public Amenities - TBA	2024	\$ 216
Hastings Cunningham Reserve (various)	2025	\$ 79
Vansittart Park (various)	2026	\$ 450
Public Amenities - TBA	2026	\$ 225
Reidy Park Centre	2027	\$ 321
Carinya Gardens (Crematorium)	2027	\$ 340
City Hall	2028	\$ 629
Civic Centre	2028	\$1,800
Public Amenities – TBA	2029	\$ 234
Council Depot – Services	2029	\$ 104
Railway Lands – shelters (various)	2029	\$ 123

These items are subject to change as Council gathers detailed information about its buildings and structures and should be used as a guide only. All amounts are shown at nominal rates.

4.5 Creation / Acquisition / Upgrade Plan

New works are those works that create a new asset that did not previously exist, or works which upgrade or improve an existing asset beyond its existing capacity. They may result from growth, social or environmental needs. Assets may also be acquired at no cost to the Council from land development by private developers or gift/donation.

An estimate of \$60,000 pa has been included in financial forecasts for building new facilities, upgraded or additions to facilities within recreational reserves every year for the life of this Plan.

An estimate of \$60,000 pa has also been included in financial forecasts for air conditioning system renewals every year for the life of this Plan.

Council has recently submitted application for funding to build a \$39.1M Community and Recreation Hub. Should the funding applications be successful and Councillors approve to go ahead with building the facility, it will result in the largest infrastructure asset investment in Council's history. For this reason, expenditure on other new assets has been kept minimal pending a successful funding outcome.

4.5.1 Selection Criteria

New assets and upgrade/expansion of existing assets are identified from various sources such as community requests, proposals identified by strategic plans or partnerships with other organisations. Candidate proposals are inspected to verify need and to develop a preliminary renewal estimate. Verified proposals are ranked by priority and available funds and scheduled in future works programmes. Council ultimately makes the decision on priority ranking of new assets based on this information.

4.5.2 Standards and Specifications

Standards and specifications for new assets and for upgrade/expansion of existing assets are the same as those for renewal shown in Section 4.4.2.

4.5.3 Summary of Future Upgrade / New Assets Expenditure

New assets and services are to be funded from Council's capital works program and grant funding where available. This is further discussed in Section 5.2.

4.6 Disposal Plan

Currently there are no assets in the buildings and structures category that are listed for disposal. Council is considering the demolition and renewal of public amenities.

At the time of writing this report demolition has been completed for the CWA Building on Lawrence Street and the former SA Ambulance and St Johns Building on Penola Road.

5. FINANCIAL SUMMARY

This section contains the financial requirements resulting from all the information presented in the previous sections of this AMP. The financial projections will be improved as further information becomes available on asset technical details and condition, desired levels of service and current and projected future asset performance.

5.1 Financial Statements and Projections

5.1.1 Sustainability of Service Delivery

There are two key indicators for financial sustainability that have been considered in the analysis of the services provided by this asset category, these being long term life cycle costs and medium term costs over the 10 year financial planning period.

Long term - Life Cycle Cost

Life cycle costs (or whole of life costs) are the average costs that are required to sustain the service levels over the longest asset life. Life cycle costs include maintenance and asset consumption (depreciation expense). The buildings and structures annual consumption cost for the services covered in this Plan is \$2,363M.

Life cycle costs can be compared to life cycle expenditure to give an indicator of sustainability in service provision. Life cycle expenditure includes maintenance plus capital renewal expenditure. Life cycle expenditure will vary depending on the timing of asset renewals.

The average renewal gap between required expenditure, i.e. annual depreciation and proposed expenditure is \$1,530M.

A gap between life cycle costs and life cycle expenditure gives an indication as to whether present consumers are paying their share of the assets they are consuming each year. The purpose of this Plan is to identify levels of service that the community needs and can afford and develop the necessary long term financial plans to provide the service in a sustainable manner so that future generations are not burdened with failing assets.

Medium term – 10 Year Financial Planning Period

This AMP identifies the estimated maintenance and capital expenditures required to provide an agreed level of service to the community over a 20 year period for input into a 10 year financial plan and funding plan to provide the service in a sustainable manner.

This may be compared to existing or planned expenditures in the 20 year period to identify any gap and improvements required. In a core AMP, a gap is generally due to increasing asset renewals or underfunding of capital renewal programs.

Figure 5 shows the projected asset renewals in a 10 year planning period from the asset register. The projected asset renewals are compared to planned renewal expenditure in the capital works program and capital renewal expenditure. Figure 6 shows the annual and cumulative funding gap between projected and planned renewals.

Figure 6: Funding Gap

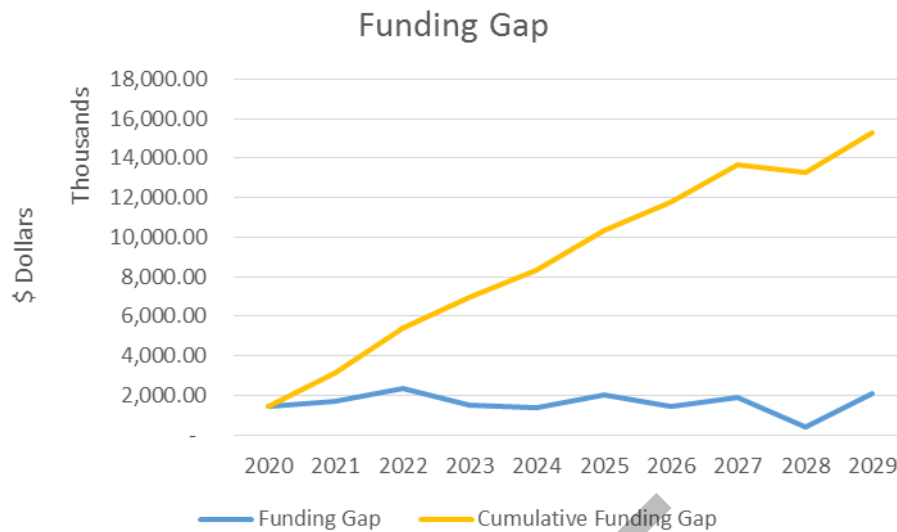


Table 12 shows the difference (in \$'s) between Projected and Planned funding. This difference is referred to as the funding gap referenced by the blue line in Figure 6. The cumulative renewal gap is the accumulation of yearly renewal gaps and is equal to the total amount of shortfall in funding at any point in time. It should be noted, the cumulative funding gap was \$4.91M in year 2019 of the previous version of this Plan, however figure 6 shows a starting point of year zero as the 10 year lifecycle starts from a zero base for comparative purposes.

Table 12: Projected and Planned Renewals and Expenditure Gap – 20 years

Year	Projected Renewals \$'000	Planned Renewals \$'000	Renewal Funding Gap \$'000	Cumulative Gap \$'000
2020	2,356	939	- 1,417	- 1,417
2021	2,403	721	- 1,683	- 3,100
2022	2,451	135	- 2,316	- 5,416
2023	2,500	985	- 1,516	- 6,932
2024	2,550	1,165	- 1,386	- 8,317
2025	2,601	588	- 2,014	- 10,331
2026	2,653	1,189	- 1,464	- 11,795
2027	2,706	849	- 1,857	- 13,652
2028	2,760	3,161	401	- 13,251
2029	2,816	758	- 2,058	- 15,309
2030	2,872	3,983	1,111	- 14,198
2031	2,929	7,078	4,148	- 10,050
2032	2,988	2,490	- 498	- 10,548
2033	3,048	2,496	- 552	- 11,100
2034	3,109	438	- 2,671	- 13,771
2035	3,171	6,121	2,950	- 10,821
2036	3,234	3,723	489	- 10,332
2037	3,299	2,377	- 922	- 11,254
2038	3,365	3,428	63	- 11,191
2039	3,432	2,964	- 468	- 11,659

Average Funding Gap = \$582,968

Note: Projected renewals assumed to increase in value by 2% per annum until 2039

Providing services in a sustainable manner will require matching of projected asset renewals to meet agreed service levels with planned capital works programs and available revenue.

A gap between projected asset renewal expenditure and actual (planned) expenditure indicates that further work is required to manage required service levels and future planned expenditure funding needs to eliminate any funding gap.

Council will need to manage the 'gap' by developing this AM Plan to provide guidance on future service levels and resources required to provide these services, and to ensure that the gap closes to a controllable level.

5.2 Funding Strategy

Projected expenditure identified in Table 12 is to be funded from Council's operating and capital budgets. The funding strategy is detailed in Council's Long Term Financial Plan.

Achieving the financial strategy will require a commitment from Council in further budget considerations to make up the gap between projected and planned expenditure. As can be seen in Table 12 and figure 5, if this gap isn't managed then over a 20 year period there is likely to be a cumulative shortfall in funds of \$11.6M should renewal funding assumptions remain at 100% of depreciation. Due to the nature of building and structure assets, it may be unreasonable to assume 100% renewal as some assets may never be renewed. Future iterations of this Plan will provide more detail on this area and if any adjustments are likely to have significant effect on long term asset sustainability and also what injection of funds will be required to close the gap.

Other options to assist reducing the cumulative funding gap include:

- Grant funding
- Fundraising
- Alternate revenue streams
- Sale of underutilised assets
- Change in services and service levels
- Refinement of CPI and consumption rates and assumptions.

5.3 Valuation Forecasts

Asset values are forecast to increase as additional assets are added to the asset stock from construction and acquisition by Council and from assets constructed by land developers and others. Depreciation expense values are forecast in line with asset values based on asset condition depreciation and will be adjusted in accordance with asset revaluations which will occur from time to time taking into account condition assessments and additional asset age data.

The depreciated replacement cost (current replacement cost less accumulated depreciation) will vary over the forecast period depending on the rates of addition of new assets, disposal of old assets and consumption and renewal of existing assets. Council may wish to explore the option for limited asset disposal of buildings and structures whilst still maintaining a reasonable and acceptable level of service to the community.

5.4 Key Assumptions made in Financial Forecasts

This section details the key assumptions made in presenting the information contained in this Plan and in preparing forecasts of required operating and capital expenditure and asset values. It is presented to enable readers to gain an understanding of the levels of confidence in the data behind the financial forecasts.

Key assumptions made in this Plan are:

- Asset condition and valuation has been determined by Opteon (South Australia) Pty Ltd.
- Straight line depreciation of asset condition has been assumed but in reality the asset condition tends to drop off significantly towards the end of the asset life. This sharp drop off will impact on funding requirements needed to maintain asset stock in a reasonable condition and therefore Council's approach is to renew assets before this sharp drop in asset condition. i.e. Council intends to continue with its asset renewal plans before assets reach the end of their serviceable life. Opteon (South Australia) Pty Ltd have determined the residual value for buildings and structures assets.
- This AM Plan was put together based on the information at hand at the time of preparing the Plan. As asset information is updated and more accurate information becomes available, this Plan will become more accurate.
- With respect to Table 12 projected renewals are assumed to increase in value at a rate of 2% per annum. Any variation from 2% can affect the cumulative gap significantly (the data presented in this report is very sensitive to this assumption).
- As the security of funding to build a new Community and Recreation Hub is unknown, depreciation and renewal programming for the purpose of this Plan has not been adjusted. Consideration of these items will have a significant impact on future iterations of this Plan.

Accuracy of future financial forecasts may be improved in future revisions of this Plan by the following actions:

- Full cost attribution on future works programs through more sophisticated accounting measures
- Improved data collection and condition assessment of assets and recording of this data in Council's asset management program.

5.5 Improvement and Monitoring

5.5.1 Accounting and financial systems

Council uses Civica Authority as its accounting and financial system. This system integrates with Council's asset management system another module of the Civica Authority suite.

The Australian Accounting Standards provide the benchmark against which Council reports on asset accounting. Council's current capitalisation threshold is \$5,000.

The link between asset management and the financial system includes:

- The assumed works programs and trends
- The resulting budget, valuation and depreciation projections
- Useful life analysis (including renewal projections)
- Inputs to Council's LTFP and ABP&B

5.5.2 Required changes to accounting financial systems arising from this AM Plan

Changes to accounting and financial systems identified as a result of preparation of this IAMP are:

Table 13: System Improvements

System Improvements	Responsibility
<ul style="list-style-type: none"> • Classification of capital expenditure as renewal and upgrade/new <ul style="list-style-type: none"> ○ Apportioning upgrade asset expenditure to more accurately reflect a renewal portion 	Management Accountant, Assets Officer
<ul style="list-style-type: none"> • Development of a single corporate asset register 	Assets Officer
<ul style="list-style-type: none"> • Improved forecasting and development of asset registers and information including: <ul style="list-style-type: none"> ○ Categorisation of assets ○ Assigning assumed financial modelling per asset category ○ Determining assets that will not be renewed and are being considered for disposal ○ Refining forward works programming and assumptions 	Executives Management Accountant Elected Members / Executives Management Accountant
<ul style="list-style-type: none"> • Improved recording for planned and reactive maintenance expenditure in the general ledger and workorder Authority set up 	Assets Officer
<ul style="list-style-type: none"> • Identification of leased/licenced assets and consideration of such in relation to renewal modelling 	Management Accountant
<ul style="list-style-type: none"> • Documentation of service standards for each building category 	Executives
<ul style="list-style-type: none"> • Establishment of unit rates for maintenance and renewal works where possible 	Management Accountant, Assets officer
<ul style="list-style-type: none"> • Detailed building condition ratings by technical persons. 	Technical Expert



Buildings & Structures Infrastructure and Asset Management Plan

First year of expenditure projections **2019** (yr ending 30 June 2019)

Asset values as at 30th June 2018

Current replacement cost	\$99,286 (000)	Calc CRC from Asset Register	\$0 (000)
Net Fair Value	\$65,493 (000)	This is a check for you.	
Annual depreciation expense	\$2,363 (000)		

Operations and Maintenance Costs from New Assets

	% of asset value	Existing %ages calculated from data in worksheet
Additional operations costs	0.08%	0.08%
Additional maintenance	0.65%	0.65%
Additional depreciation	2.38%	2.38%

You may use these values calculated from your data, or overwrite the links.

20 Year Expenditure Projections Note: Enter all values in current 2019 values

Year ending June	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037	2038	
	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	
Operations																					
Management	2.0%	\$61.8	\$63.0	\$64.3	\$65.6	\$66.9	\$68.2	\$69.6	\$71.0	\$72.4	\$73.9	\$75.3	\$76.8	\$78.4	\$79.9	\$81.5	\$83.2	\$84.8	\$86.5	\$88.3	\$90.0
AM systems	2.0%	\$13.2	\$13.5	\$13.7	\$14.0	\$14.3	\$14.6	\$14.9	\$15.2	\$15.5	\$15.8	\$16.1	\$16.4	\$16.7	\$17.1	\$17.4	\$17.8	\$18.1	\$18.5	\$18.9	\$19.2
Total operations		\$75.0	\$76.5	\$78.0	\$79.6	\$81.2	\$82.8	\$84.5	\$86.2	\$87.9	\$89.6	\$91.4	\$93.3	\$95.1	\$97.0	\$99.0	\$100.9	\$103.0	\$105.0	\$107.1	\$109.3
Maintenance																					
Reactive maintenance	2.0%	\$333.1	\$339.8	\$346.6	\$353.5	\$360.6	\$367.8	\$375.1	\$382.6	\$390.3	\$398.1	\$406.0	\$414.2	\$422.5	\$430.9	\$439.5	\$448.3	\$457.3	\$466.4	\$475.7	\$485.3
Planned maintenance	2.0%	\$307.3	\$313.4	\$319.7	\$326.1	\$332.6	\$339.3	\$346.1	\$353.0	\$360.1	\$367.3	\$374.6	\$382.1	\$389.7	\$397.5	\$405.5	\$413.6	\$421.9	\$430.3	\$438.9	\$447.7
Total maintenance		\$640.4	\$653.2	\$666.3	\$679.6	\$693.2	\$707.1	\$721.2	\$735.6	\$750.3	\$765.3	\$780.6	\$796.3	\$812.2	\$828.4	\$845.0	\$861.9	\$879.1	\$896.7	\$914.6	\$932.9
Capital																					
Planned Renewal		\$862.0	\$938.8	\$720.5	\$135.2	\$984.6	\$1,164.7	\$587.6	\$1,189.3	\$849.1	\$3,161.2	\$757.8	\$3,982.6	\$7,077.7	\$2,490.0	\$2,496.1	\$437.5	\$6,120.7	\$3,723.4	\$2,377.3	\$3,427.9
Planned upgrade/new	2.0%	\$257.0	\$263.4	\$270.0	\$276.8	\$283.7	\$290.8	\$298.0	\$305.5	\$313.1	\$321.0	\$329.0	\$337.2	\$345.6	\$354.3	\$363.1	\$372.2	\$381.5	\$391.1	\$400.8	\$410.9
Total Planned upgrade/New		\$1,119.0	\$1,202.2	\$990.5	\$412.0	\$1,268.3	\$1,455.5	\$885.6	\$1,494.8	\$1,162.2	\$3,482.2	\$1,086.8	\$4,319.8	\$7,423.3	\$2,844.3	\$2,859.2	\$809.7	\$6,502.2	\$4,114.5	\$2,778.1	\$3,838.8
		\$1,834.4	\$1,931.9	\$1,734.8	\$1,171.1	\$2,042.7	\$2,245.3	\$1,691.3	\$2,316.6	\$2,000.4	\$4,337.1	\$1,958.9	\$5,209.3	\$8,330.6	\$3,769.7	\$3,803.2	\$1,772.5	\$7,484.3	\$5,116.2	\$3,799.9	\$4,881.0
Planned Disposals		\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0

REFERENCES

City of Mount Gambier Community Plan – The Futures Paper 2016-2020

City of Mount Gambier Annual Report and Budget

DVC, 2006, 'Asset Investment Guidelines', 'Glossary', Department for Victorian Communities, Local Government Victoria, Melbourne

IPWEA, 2006, 'International Infrastructure Management Manual', Institute of Public Works Engineering Australia, Sydney, www.ipwea.org.au

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APPENDICES

Appendix A Preliminary Disability Access Report AR19/9944

DRAFT

DISABILITY ACCESS AUDIT REPORT ON PUBLIC BUILDINGS



FOR CITY OF MOUNT GAMBIER

PREPARED BY DAVE VANDBORG – Building Surveyor MAIBS

JULY 2018

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- COVER LETTER

- INTRODUCTION

- ACCESS INFORMATION
 - ADVISORY NOTICE – UPGRADING ACCESS AND FACILITIES FOR PEOPLE WITH A DISABILITY
 - DEVELOPMENT REGULATIONS 2008 – EXTRACT
 - CV & QUALIFICATIONS OF REPORT AUTHOR D VANDBORG

- ACCESS REPORTS

To: City of Mt Gambier

Attention: Manager Engineering Design and Contracts

Re: -Disability Access - Preliminary Audit

Attached please find the Preliminary report on the current state of compliance with respect to Disabled Access for Council Buildings as provided.

The list of buildings provided by Council were in the main older buildings, toilet blocks and some Heritage buildings built well prior to the Disability Discrimination Act of 1992 and appear to be well located for the anticipated use at the time. The majority of toilet blocks appear to have been built in the '70s/'80s of similar design and floor plan with some modifications thereafter to accommodate better access and in some cases, larger pan areas for ease of access.

As initially indicated the report is a "Preliminary Audit" only for an indication of broad levels of compliance.

Dave Vandborg

Building Surveyor

DRAFT

Introduction

The following report provides an initial assessment of disability access to certain Council buildings, indicating a broad level of Compliance with respect to current standards.

It is to note that the majority of buildings were constructed in excess of 30 years (old toilet blocks) prior to current legislation in the Building Code of Australia and indeed before little consideration was given to disabled access.

The audit report is confined to Council owned buildings frequently accessed by the public. Buildings on Council land but not owned by Council were not assessed.

The current Australian Standard AS 1428.1 Design for Access and Mobility and the Access to Premises Standard 2010 were used as the reference level as this is what any future development should aim to adhere to.

The audit report does not offer any specific design solutions as many older buildings simply can not be "modified" in any way to meet current standards. Some comment is made on general access to buildings as a guide only.

In addition, due to the general non-compliance of many buildings, and the clear need for reconstruction or major addition, detailed assessment of items such as lighting, tactile indicators, braille, or hearing augmentation has not been carried out as this would be addressed in any new work.

Further, the combined precinct of the main corner with Old Town Hall and Institute building is a complex mix of uses in a State Heritage building. The need for security between uses within this complex does limit access in some areas.

In this instance a more holistic assessment is required which needs to address design options and the impact on Heritage, mixed use and of course the limits of the building foot print.

Attached is an Advisory Note from the Government Dept Planning Transport and Infrastructure which provides some guidance on when buildings need to be upgraded under legislation such as the Building Code of Australia. It should be noted that it is often not feasible; construction or cost implications may limit options to provide full disabled access in existing buildings and the legislation recognises that.

However, Council may determine that buildings be replaced or upgraded based on:

- the level of use – current and projected
- the extent of non-compliance
- community expectations

and develop a policy to prioritise projects in future schedules of works over the next ten years.

Some photos have been included within the report – additional photos are attached in an appendix.

Attached also is a C.V. brief of D. Vandborg.

DRAFT

ADVISORY NOTICE

BUILDING

02/17

re-issue 07/12

Advisory Notices are issued to assist in the interpretation of the Development Act 1993

September 2017

TECHNICAL:

Upgrading access and facilities for people with a disability

The purpose of this advisory notice is to provide information about the requirements to provide access and facilities for people with a disability in new and existing buildings.

In 2012, amendments were made to provisions in the *Development Act 1993* (the Act) and the *Development Regulations 2008* (the Regulations) for upgrading access for persons with a disability when a building is being altered or extended. These amendments aligned state requirements with those contained in the federal *Disability (Access to Premises) Standards 2010* (the Premises Standard), which were adopted under the *Disability Discrimination Act 1992* on 1 May 2011.

BACKGROUND

The Premises Standard contains improved access provisions for both new and existing buildings. For new buildings the improved access provisions were simultaneously incorporated into the 2011 edition of the Building Code of Australia (the Building Code).

For existing buildings, the improved access provisions in the Premises Standard were incorporated into the requirements of section 53A of the Act and regulations 80 and 80A of the Regulations. The requirements superseded previous requirements in South Australia for upgrading access in existing buildings.

UPGRADING REQUIREMENTS

Affected part

From 1 October 2012, when an existing building is being altered or added to and the new work is such that it requires assessment against the access provisions of the Building Code, the council or private certifier undertaking the building rules assessment can require that an 'affected part' must also be upgraded to make it accessible.

An 'affected part' of a building includes the principal pedestrian entrance of the building and any other part necessary to provide a continuous accessible path of travel (an accessway) from that entrance to the location of the new building work. Upgrading an 'affected part' to make it accessible means that the main building entrance and an identified accessway to the new building work will have to comply with the access requirements of the Building Code and Australian Standard AS1428.1 (2009). This includes-

- not having any steps, stairways, turnstiles, revolving doors, escalators, moving walks, or other impediments within it that could restrict access for a person with a disability;
- having not less than the prescribed unobstructed widths and heights throughout the accessway and at doorways;
- having sufficient circulation space at doorways.

ADVISORY NOTICE BUILDING

- having passing and turning spaces where necessary;
- having door handles not less than the required height above floor level;
- ensuring that any ramps within the identified accessway have the correct gradient, landings, kerbs and handrails; and
- having suitable slip resistant floor finishes

Class 1b buildings

With regard to Class 1b buildings, the Premises Standards only apply to 'specified Class 1b buildings'. These are defined in the Premises Standard as-

- (a) a new building with 1 or more bedrooms used for rental accommodation; or
- (b) an existing building with 4 or more bedrooms used for rental accommodation; or
- (c) a building that comprises 4 or more single dwellings that are:
 - (i) on the same allotment; and
 - (ii) used for short-term holiday accommodation.

Under these provisions, the upgrading requirements can therefore only be applied to building if it has or will have (as the result of any proposed additions or alterations) 4 or more bedrooms used for rental accommodation. If a building has less than 4 bedrooms available for rental, there is no requirement under the Premises Standard to upgrade access to and within that existing building.

When a building rules consent is being sought for development consisting of an alteration to a Class 1 building and the applicant has applied for a change of classification to a Class 1b building, the council or private certifier needs to be satisfied that the building will be safe and structurally sound before issuing the consent. However, under the Premises Standard there is no requirement to upgrade accessibility of the existing building unless that building, when reclassified, will be a 'specified Class 1b building'.

Councils and private certifiers must take the provisions of the Premises Standard into account when considering a proposed change of classification to a Class 1b building and whether or not the 'building possesses the attributes appropriate to...its intended use' (regulation 82(4)).

EXCEPTIONS AND CONCESSIONS

There are some circumstances under which an 'affected part' of a building cannot be required to be upgraded by the council or private certifier. These are-

- if it would cause 'unjustifiable hardship' to require the work to be carried out;
- if the part of the building being altered is being undertaken by a lessee (other than where the whole building is leased by the same lessee); and
- if the building being altered is a class 2 building constructed before 1 May 2011

A concession also applies to existing lifts and sanitary facilities, ie if they meet the criteria specified in regulation 80(3)(b) and (c), they cannot be required to be upgraded to the amended access requirements that were adopted by the Premises Standard and the Building Code since 1 May 2011.

ADVISORY NOTICE *BUILDING*

MODIFICATION OF THE BUILDING CODE AND REFERRALS TO THE STATE PLANNING COMMISSION

The Act and Regulations require all new building work to comply with Building Code. However, in relation to access, regulation 80A provides for the Building Code access provisions to be modified if requiring them would cause unjustifiable hardship. Any person claiming unjustifiable hardship must document their claim (which must include details of the circumstances that are relevant to the particular application) and submit their claim to the person or body undertaking the building rules assessment for consideration.

The council or private certifier must be satisfied that any claim is justifiable as they could share liability if a complaint is made and upheld about their decision at a later date. To reduce potential liability in this regard, the council or private certifier may refer an application to the State Planning Commission, for an independent opinion as to whether or not a particular claim of unjustifiable hardship is justified and the proposed building work will still meet the access performance requirements to the maximum extent possible under the circumstances.

Note: From 1 August 2017 the State Planning Commission assumed the functions, powers and duties of the State Commission Assessment Panel.

CLAIMS OF UNJUSTIFIABLE HARDSHIP

Circumstances that can be taken into account when considering a claim of unjustifiable hardship are listed in Part 4 of the Premises Standard (an extract follows). If a claim is made to modify the access provisions on the grounds of unjustifiable hardship, the applicant and the council or private certifier have an obligation under the Premises Standard to ensure that compliance is still achieved to the maximum extent not involving unjustifiable hardship.

Extract from the Disability (Access to Premises – Buildings) Standards 2010

Clause 4.1 Unjustifiable hardship

- (1) *It is not unlawful for a person to fail to comply with a requirement of these Standards if, and to the extent that, compliance would impose unjustifiable hardship on the person*
- (2) *However, compliance is required to the maximum extent not involving unjustifiable hardship.*
- (3) *In determining whether compliance with a requirement of these Standards would involve unjustifiable hardship, all relevant circumstances of the particular case are to be taken into account, including the following.*
 - (a) *any additional capital, operating or other costs, or loss of revenue, that would be directly incurred by, or reasonably likely to result from, compliance with this requirement;*
 - (b) *any reductions in capital, operating or other costs, or increases in revenue, that would be directly achieved by, or reasonably likely to result from, compliance with this requirement;*
 - (c) *the extent to which the construction of the building has or will be financed by government funding;*

ADVISORY NOTICE BUILDING

- (d) *the extent to which the building:*

 - (i) *is used for public purposes; and*
 - (ii) *has a community function;*

- (e) *the financial position of a person required to comply with these Standards;*
- (f) *any effect that compliance with the requirement is reasonably likely to have on the financial viability of a person required to comply;*
- (g) *any exceptional technical factors (such as the effect of load bearing elements on the structural integrity of the building) or geographic factors (such as gradient or topography), affecting a person's ability to comply with the requirement;*
- (h) *financial, staffing, technical, information and other resources reasonably available to a person required to comply with these Standards, including any grants, tax concessions, subsidies or other external assistance provided or available;*
- (i) *whether the cost of alterations to make a premises accessible is disproportionate to the value of the building, taking into consideration the improved value that would result from the alterations;*
- (j) *benefits reasonably likely to accrue from compliance with these Standards, including benefits to people with a disability, to building users or to other affected persons, or detriment likely to result from non-compliance;*
- (k) *detriment reasonably likely to be suffered by the building developer, building certifier or building manager, or people with a disability or other building users, including in relation to means of access, comfort and convenience, if compliance with these Standards is required;*
- (l) *if detriment under paragraph (k) involves loss of heritage significance – the extent to which the heritage features of the building are essential, or merely incidental, to the heritage significance of the building;*
- (m) *any evidence regarding efforts made in good faith by a person to comply with these Standards, including consulting access consultants or private certifiers;*
- (n) *if a person has given an action plan to the Commission under section 64 of the Act – the terms of the action plan and any evidence about its implementation;*
- (o) *the nature and results of any processes of consultation, including at local, regional, State, national, international, industry or other level, involving, or on behalf of, a building developer, building manager or building certifier and people with a disability, about means of achieving compliance with the requirement, including in relation to the factors listed in this subsection;*
- (p) *any decisions of a State or Territory body established to make recommendations to building authorities about building access matters [in South Australia this would include the State Commission Assessment Panel];*

ADVISORY NOTICE *BUILDING*

- (4) *If a substantial issue of unjustifiable hardship is raised having regard to the factors mentioned in subsection (3), the following additional factors are to be considered:*
- (a) *the extent to which substantially equal access to public premises is or may be provided otherwise than by compliance with these Standards,*
 - (b) *any measures undertaken, or to be undertaken, by, on behalf of, or in association with, a person or organisation to ensure substantially equal access.*
- *For these Standards, **unjustifiable hardship** is to be interpreted and applied having due regard to the scope and objects of the Act (in particular the object of removing discrimination as far as possible) and the rights and interests of all relevant parties [the Act referred to in this sub-section being the Disability Discrimination Act 1992].*

An [Accredited Access Consultant](#) can provide assistance in preparing a case for unjustifiable hardship.

Further information about access requirements for people with a disability, concessions and unjustifiable hardship can be found on the Government of South Australia website www.sa.gov.au.

DRAFT

This Advisory Notice is for general information only and should not be relied upon as legal advice or an accurate statement of the relevant legislation provisions. If you are uncertain as to your legal obligations you should obtain independent legal advice.

Further information

Department of Planning, Transport and Infrastructure
50 Flinders Street
GPO Box 1815
ADELAIDE SA 5001
www.sa.gov.au

Building Policy
Development Division
Telephone: 1800 PLANNING

KNET: 11778582



Government
of South Australia

Department of Planning,
Transport and Infrastructure

- (2) A person who undertakes building work to which this regulation applies must comply with *Minister's Specification SA 78A* (in addition to the requirements of the *Building Code*).
- (3) For the purposes of this regulation—
designated Aboriginal land is land determined by the Minister to be designated Aboriginal land for the purposes of *Minister's Specification SA 78A*.

79—Construction Industry Training Fund

- (1) In this regulation—
government authority has the same meaning as in the *Construction Industry Training Fund Act 1993*.
- (2) A relevant authority must not issue a building rules consent unless it is satisfied—
- (a) that the appropriate levy has been paid under the *Construction Industry Training Fund Act 1993*; or
 - (b) that no such levy is payable.
- (3) Subregulation (2) does not apply if—
- (a) the building work is to be carried out for or on behalf of a government authority by a person or body other than—
 - (i) an officer or employee of a government authority; or
 - (ii) another government authority; and
 - (b) at the time that building rules consent is sought the government authority has not engaged the person or body to carry out that work.
- (4) If after assessing a proposed development against the building rules the relevant authority is yet to be satisfied that the appropriate levy has been paid under the *Construction Industry Training Fund Act 1993* or is not payable, the relevant authority may notify the applicant that it cannot issue a building rules consent until it is satisfied that the levy has been paid or is not payable.
- (5) If a notification is given under subregulation (4)—
- (a) any period between the date of the notification and the date on which satisfactory evidence is provided to the relevant authority pursuant to the notification is not to be included in the time within which the relevant authority is required to decide the application; and
 - (b) if such evidence is not provided to the relevant authority within 4 weeks after the date of the notification, the relevant authority may, if it thinks fit, determine that the application has lapsed.

80—Provision of access for people with disabilities—alterations of a prescribed kind

For the purposes of section 53A(2) of the Act the following alterations to a building erected or constructed before 1 January 1980 are alterations of a prescribed kind:

- (a) any alteration of a structural nature to a principal or other entrance to the building;

- (b) the construction of, or any building work incidental to the construction of, or any alteration of a structural nature to, a public foyer, entrance hall, lift lobby or toilet;
- (c) where the floor is not more than 190 millimetres above or below the adjacent finished ground level at the point of entrance to the building—the installation of a replacement shopfront.

80A—Building safety—prescribed date

For the purposes of the definition of *prescribed date* in section 53A(3) of the Act, 1 January 2002 is prescribed.

80AB—Building inspection policies

- (1) For the purposes of section 71A(2) of the Act, Class 1 and 2 buildings under the *Building Code* are prescribed.
- (2) For the purposes of section 71A(4a) of the Act, with respect to any building work involving the construction of any roof framing within the area of the council, the following minimum levels of inspection are prescribed:
 - (a) a number of inspections equal to 66% of building rules consents issued over the course of the year for building work involving the construction of any roof framing where a licensed building work contractor is responsible for the relevant building work;
 - (b) a number of inspections equal to 90% of building rules consents issued over the course of the year for building work involving the construction of roof framing where a licensed building work contractor is not responsible for the relevant building work.
- (3) All classes of buildings, other than Class 10 buildings, under the *Building Code* are prescribed under section 71A(2) of the Act for the purposes of subregulation (2).
- (4) A reference in subregulation (3) to Class 10 buildings does not include a Class 10 building that is attached to any part of the roof framing of a building of another class.
- (5) In this regulation—
roof framing has the same meaning as in regulation 74.

DAVE VANDBORG BUILDING SURVEYOR M.A.I.B.S

CURRENT

Self Employed since May 2016 and Consultant to a number of SE Councils and to Private Certifiers in South Australia.

Private Certifier South Aust. Reg # 052, Building Practitioner Northern Territory. Reg # 24366BU

PREVIOUS EMPLOYMENT

Professional Building Services	Principal Certifier Feb 2009 – May 2016
Coorong District Council	Building Surveyor (part time) 2009 – 2017
Townsville Council	Principal Building Certifier 2008
Professional Building Services	Principal Private Certifier 2002 - 2007
Shire of Broome	1999-2002 Principal Building Surveyor
Building Consultant/Surveyor	1998 Building / Planning Services
City of Pt Adelaide Enfield	1989-1997 Manager Development Control / Building Surveyor
City of Happy Valley	1986-1989 Building Inspector

EDUCATION

Secondary	Matriculation Seacombe High School (SA)
Technical	- Building Technician Certificate 1976 (SA); - Certificate in Municipal Building Surveying (WA)
Tertiary	University of SA – Bachelor of Building (Miscellaneous)
External	- Australian Institute of Building – Corporate Membership - Certificate in Performance Building Code of Australia

PROFESSIONAL PARTICULARS

- Member of the Australian Institute of Building Surveyors
- Nationally Accredited Building Surveyor with A.I.B S. #3050 (1994)

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RESPONSIBILITIES

- Assess Development Applications under the Development Act and Regulations (Planning & Building) and Building Code of Australia
- Manage the administrative functions and quality control on a consultant basis for Professional Building Services Australia
- Undertake inspections of buildings to ascertain their compliance with the Building Rules, including Disability Discrimination Act, Fire Safety, Health, Amenity and prepare Structural and Dilapidation Audit Reports
- Consultant to several Councils to perform Building Surveying, Planning and Building Fire Safety Committee functions

EXPERIENCE

- Thirty years experience in the Building Development Industry across the Public and Private Sector
- Continuing Professional Development through appropriate studies and courses to remain at the forefront of Performance based Development Control

DRAFT

Certificate of Accreditation



Given Under the Seal of
AIBS National Board

This is to certify that

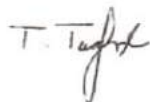
David Peter Vandborg

whose qualifications and experience have been
assessed by the Board is accredited as

Building Surveyor

for a period of three years from: **10 May 2018**

Accreditation No: 3050



Timothy Tuxford
National President



Brett Mace
Chief Executive Officer

Certificate of Membership




This is to certify that

David Vandborg

Having met the prescribed requirements for
membership of the Australian Institute of Building
Surveyors was admitted as

Accredited Member

Approved: 1 July 2017 Member No: 1262


Timothy Tuxford
National President


Brett Mace
Chief Executive Officer

Access reports

Asset # 485 Lakeside cemetery Toilet Block

Comment

Level of Compliance - LOW

Public Use for cemetery and for adjacent "Curators Office".

Male and Female 'disabled' . Size as per old legislation - limit on circulation however works

No designated vehicle park and general access via dirt track

Step up to paved area

Recommendation

Possibly Limited use consideration given to upgrading vehicle and pedestrian access

Building remain and assess in 5 years with view to extending.



Asset # 8054 Lakeside Cemetery Curator's Office

Comment

Level of Compliance – LOW

Small Heritage building with no toilet facilities

Significant steps to rooms

Recommendation

Heritage with limited and specific use.

Any alteration for access a major structural matter

Building to remain as is.



Asset # 489 Corriedale Park Toilet

Comment

Level of Compliance - LOW

Not able to get access to building (tennis only?)

General access limited – grass area only -no dedicated path – no dedicated car park

Recommendation

Based on previous designs unlikely to meet current requirements

Need to determine extent of use and persons to be accounted for.

Structurally OK – alterations necessitate major structural works to add on

Demolition recommended.



Asset # 507 Bus Facility Toilet - Jubilee Highway

Comment

Compliance Level - Medium

Corrugated iron structure

No designated car bay – access from car park ramp OK

Door 10mm narrow but accessible at 840mm.

Pan has no back rest, flush difficult to access.

Surrounding lighting minimal.

Recommendation

The building remain and assess in 5 years.



Asset # 513 Engelbrecht Cave - Toilet Block/Office/Kiosk

Comment

Compliance Level - MEDIUM

Designated car bay for disabled however limits to get past the wheel stop

Path to kiosk OK – door to Kiosk and door to deck with toilets OK

Toilets doors OK to old legislation – size of toilets as old legislation

Recommendation

As a cave there is limited access for any disabled to past the Kiosk

The building provides adequate facilities.

Building to remain – assess alterations to carpark.



Asset # 517 Toilet – Vansittart Park (behind Grandstand).

Comment

Compliance Level - LOW

General access from surrounding paving OK

No disabled toilets – poor standard

No other disabled toilets nearby (other side of ground near playground)

Recommendation

Poor standard of toilet requires major over haul.

Demolition and construction of appropriate facilities recommended



DRAFT

Asset # 7942 Public Toilet Block - Vansittart Park(playground)

Comment

Compliance Level - HIGH

General access is acceptable though some paths leading to it have uneven surfaces and deteriorating edges.

No designated car bay for this

Toilet sizes are satisfactory

Recommendation

High compliance – minor works to paths

Structure to remain – assess in 10 years



Asset # 519 Vansittart Park - Spectator Stand

Comment

Compliance Level – MEDIUM

General access ramp can be considered acceptable to limited shelter area.

Recommendation

Consideration to rails at end of high end of ramp.

Assess in 10 Years



Asset # 7934 – Grandstand – Vansittart Park

Comment

Compliance Level - LOW

Old raised structure with extensive steps to access seating

Designated disabled car bays nearby to allow parking and viewing to Oval - bays are not individual and may be confusing.

Recommendation

Not feasible to provide disabled access to the grandstand unless major works to side which would impact on Heritage nature of building.

Assess whether additional undercover structures may be built

Major works – assess in 3 years



Asset # 8157 Alex Roberts centre – Vansittart Park

Comment

Compliance Level – Medium

General access provided to the side of the building with double doors.

Front entry is raised and ramps not appropriate

No designated car bay

Toilets good and in accord with current requirements other than the door which is 20mm short on full clearance (830mm as to 850mm)- no impact on access

Recommendation

Well provided to remain.

Consider changes to car park to suit and better signage/lighting

Assess in 10 years.



DRAFT

Asset # 533 Radio Club House Olympic Park

Comment

Compliance level – Not Applicable

Steel frame shed at rear of buildings - used for storage only.

Recommendation

No action to be taken as limited use and access.

No Photo

DRAFT

Asset # 535 Toilet – Olympic Park

Comment

Compliance Level – LOW

No designated access from kerbed carpark

Pathway OK – Structure OK

No disabled toilets within the building

Size of building limits options

Recommendation

Formally assess need for nearby sporting area – to provide disabled requires demolition - or major addition could be considered as there is room to do this.

If a required ablution block schedule works soon 12 months.



Asset # 541 Toilet Block – Hastings Cunningham Reserve

Comment Compliance Level – LOW

Generally no suitable access – lawn, mud – no designated car bay

Appears to limited use from within the park

Disabled toilet has been built as per old standard – door narrow – limited circulation space

Size of structure limits options

Recommendation

Assess against the need – possible to add on however overall access to the building needs to be considered – demolish and re-build preference. Assess 12 months.



DRAFT

Asset # 594 Toilet Block – Valley Lake Conservation (Wildlife) Park

Comment

Compliance Level – LOW

No designated car park – access path is loose rubble

No disabled toilet

Structure OK – room to add on

Recommendation

Assess ability to add on new section and upgrade parking and access. 12 months.



DRAFT

Asset # 595 Toilet Block Valley Lake – Playground

Comment

Compliance level - Medium

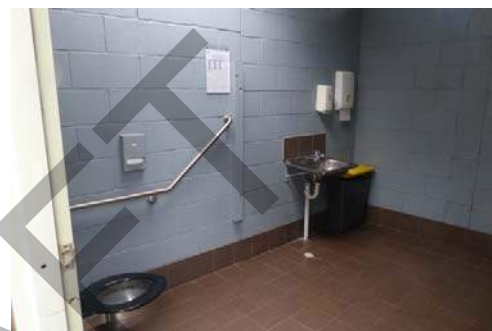
Dedicated access ramp quite lengthy – dedicated central disabled toilet has minor issues such as hand towels etc.

Structure OK

Recommendation

Assess to rectify minor matters next 12 months.

Assess again in 5 years



DRAFT

Asset # 652 Riddoch Art Gallery

Comment

Compliance Level – HIGH (noting within the Main Corner complex)

One disabled toilet exists within the main corner complex an access to this is good.

Access within the gallery area is good and a lift exists for access to higher level.

Recommendation

The current situation remain. As part of the main corner complex this complete development requires a formal assessment taking into account the link with the Main Corner Building, Old Town Hall and Institute Building which have certain constraints on access to certain areas.

DRAFT

Asset # 7127 Main Corner Building.

Comment

Compliance Level – HIGH

Good access to entrance, through out and provision of toilets.

No toilet at upper level though lift access down to toilets.

Recommendation

In conjunction with Old Town Hall etc complete review to be undertaken. Next two years.

Main Corner section to remain as is.

DRAFT

Asset # 7891 Old Town Hall

Comment

Compliance Level – LOW

There is a lift to upper level though upper toilets are not accessible at all.

Access throughout is quite cumbersome with various uses and security required in places.

Recommendation

That complete review be undertaken in the next two years in conjunction with the overall main Corner and Institute building.

DRAFT

Asset # 8085 Main Corner – Roof – Not Applicable

DRAFT

Asset # 13659 City Hall

Comment

Compliance Level – HIGH

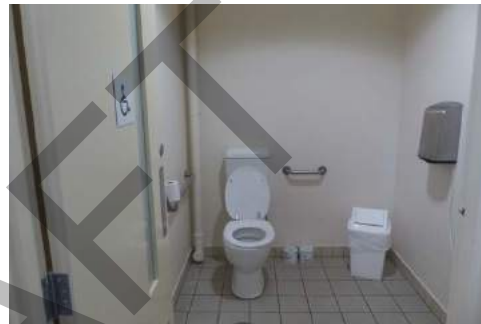
Good access and Adequate toilet facilities. Minor issues such as back rests to pan etc - meets previous standard well.

Recommendation

Within the Main Corner complex as such and may be part of complete review.

Suggest this remain as a separate entity.

Review in 10 years.



DRAFT

Asset # 13758 Institute Building

Comment

Compliance Level – LOW

Within the main Corner complex as such and should form part of the overall review.

Recommendation.

DRAFT

Asset # 662 Toilet Block – Ripley Arcade – James Street

Comment

Compliance Level – MEDIUM

Structurally sound - good access from car park

Some rails missing and minor matters to address

Recommendation

Assess to rectify repairs in next 12 months. To remain.

Further assess in 5 years.



DRAFT

Asset # 665 Umpherston Sinkhole – Entrance

Comment

Compliance Level – MEDIUM

Ramp to lookout point may be slightly steep -swale drain excessive depth for disabled.

Recommendation

Provide a 'passing lane' area mid way along the path.



DRAFT

Asset # 8042 Umpherston Sinkhole – Toilet Block

Comment

Compliance level – MEDIUM

Designated Female/Disabled toilet.

Access is a long path from road/park and whilst bitumen, it is steep up to the toilet.

Circulation issues.

Recommendation

Location may be the issue and consideration given to a new structure closer to the parking with better access.

Currently appears not to be an extended stay when looking at the sink hole thus toilets not heavily used?

Major review in 2 years with view to new complex.



DRAFT

Asset # 8046 Umpherston Sinkhole – Kiosk

Comment

Compliance Level – Medium

Carpark access utilises common access way as part of required width.

Single WC opens to shop. Meets previous standards. Limited use.

Recommendation

Provide exhaust fan .

To remain and review in 10 years.



DRAFT

Asset # 8050 Umpherston Sinkhole - Log Truck Pavilion

Comment

Compliance Level – N/A

General access around the display building – access from car park across driveway.

Recommendation

Assess repair work to roadway and path to building to ensure smooth access over next 12 months.



DRAFT

Asset # 672 Blue Lake Sport Park – Toilet Block (Main Oval)

Comment

Compliance Level – LOW

No car bay access.

Poor access over lawn, mud, Down pipes drain to entrance,

No disabled toilet

Poor state of repair with significant rusted roof etc

Recommendation

Structurally at risk if added to.

Demolish and new construction. Review next 12 months for Budget



DRAFT

Asset # unallocated - Blue Lake Sport Park – Toilet Block (near Cycling)

Comment

Compliance level – LOW

Disabled toilet not of adequate size and poor pan support.

As above – significant issues with general access from driveway and general ground area.

Recommendation

Demolish and new construction. Review next 12 months for Budget.



DRAFT

Asset # 680 Blue Lake Sport Park – Toilet Block (near Hockey)

Comment

Compliance Level – LOW

No disabled toilet

General access across grounds poor. Drainage poor.

Recommendation

Demolish and new building.

Detailed assessment on extent of use with view to relocating for better access from parking and providing general access etc. Assess next 12 months with view to Budget for replacement .



Asset # 7850 – Recycling Centre - Office etc –

Comment

Compliance Level – MEDIUM

No designated car bay though carparking area could be adapted.

General access to the Building OK. Access passage OK.

No signage for toilets including the disabled.

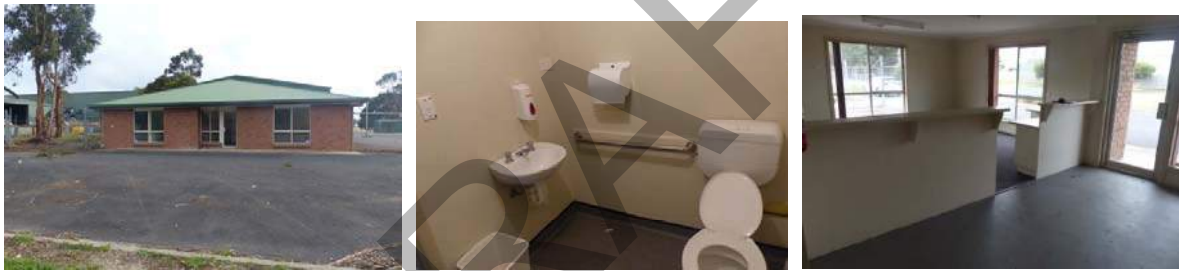
Disabled are in accord with previous legislation. Limits to circulation and position of dispensers (minor) back rest and position of rails.

Front counter not suited to disabled persons.

Recommendation

May be considered useable. To remain with assessment for minor matters within toilet and alterations to counter.

Review in 10 years.



Asset # 7858 - Western Border Soccer Association – James Street.

Comment

Unable to access. Older building with steps and limited access points.
For Further assessment.

DRAFT

Asset # 7903 – Senior Citizen Centre – James Street

Comment

Compliance Level – MEDIUM

Access from front OK noting adjacent car park.

Double front doors OK. Disabled toilet to rear. Door width as previous legislation (minor).

Size of disabled toilet as per previous legislation, limitation on size, circulation, door width and some fittings.

Building limitations on extending.

Recommendation

Assess to install additional rails and relocate fittings.

Major works to assess in 10 years.



Asset # 7874 – SE Community Legal Building – Penola Road

Comment

Not able to access the building (not occupied).

General car park can provide access to rear ramp – door as previous legislation.

Recommendation

Hold for further assessment prior to any further occupation.

DRAFT

Asset # 7895

Comment
Compliance Level –

This one has been missed !

DRAFT

Asset # 7899 – Toilet – James Street

Comment

Compliance Level – MEDIUM

Includes Baby Feed Area

General access OK.

Minor aspects not in accord with current Regs – back rest, proximity to hand basin

Recommendation

To remain and review in 5 years.



Asset # 7907 0 Aquifer Tours – Toilet Block

Comment

Compliance Level – MEDIUM

Good general Access, In accord with previous Regulations, good circulation space

Minor matters Back rest

Recommendation

To remain and review in 5 years



Asset # 7911 – Lady Nelson Tourist Facility

Comment

Compliance Level - MEDIUM

Car park Area does not have allocated width

Access ramp OK - Auto door OK

Internal ramp to display not adequate width and turning

Counter area suitable

Toilet in accord with previous legislation, limited circulation, no back rest

Recommendation

Requires minor works to toilets.

Major works to partition walls to allow access to display areas

Review within next 12 months for inclusion in works.



Asset # 7915 – Council Depot Administration

Comment

Compliance Level – LOW

General access to the building from the front is OK as is the front door, however the carpark is well within the Depot and not well indicated.

Access from the depot area restricted with kerb, no specific carpark.

No disabled toilet.

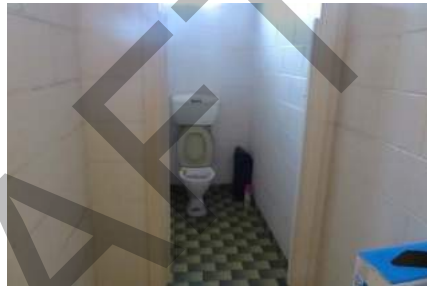
As a public counter need to address suitability for disabled persons.

Recommendation

Determine if public access to Office – need to have accessible Counter etc.

Need for disabled toilet to be assessed. Major works to provide accessible toilet.

Assess within next 12 months to cost modifications to existing toilet and change room etc to include disabled (unisex) toilet.



Asset # 7930 - Men's Shed

Comment

Compliance Level – MEDIUM

General Access OK – one designated car bay not adequate marking or width.

Disabled toilet OK – minor aspects – back rest etc – need extra rail

Recommendation

Assess within the next 2 years to carry out minor works.



DRAFT

Asset # 7946 - Frew centre - Common Building

Comment

Compliance Level - LOW

General Access OK. Door step large but main glass doors provide access.

No toilet facilities in this building.

Recommendation

Assess in conjunction with adjacent toilet block within next 12 months.



DRAFT

Asset # 7950 – Frew Park - Toilet Block

Comment

Compliance Level – LOW

Old Besser block structure – steep bitumen access

No disabled facilities – downpipes discharge to front area

Recommendation

Major facilities for Oval and community Centre

Major structural to accommodate

Demolish and new building to accommodate facilities for centre and Oval use taking into account siting/levels. Assess within the next 12 months.



DRAFT

Asset # 7958 Civic Centre – Administration Office

Comment

Compliance Level - LOW

Does not include Theatre and foyer areas.

Limited access throughout via small lift to upper levels,

Only disabled toilet is at lowest level and does not meet current standards.

Recommendation

Major review required independently of these preliminary findings. Major construction ramifications to provide facilitate at upper levels which are used for public meetings.

Long term evaluation of the nature of use of the building suggested. Review within next 5 years.

DRAFT

Asset # 7962 – Varcoes Foundry Building – Ferrers Street

Comment

Compliance Level – LOW

Building used by Country Arts – public use though infrequent.

Side entrance for disabled but limited within building.

One single toilet within poor access and totally not suitable for disabled.

Recommendation

Toilet appears to have non-loadbearing walls and modifications may be possible.

Minor works to improve access within. Signage to be improved.

Assess within 12 months with view to major works within 3 years.



Asset # 7966 – Public Library

Comment

Compliance Level – HIGH

Very good access and provision of facilities.

Recommendation

To remain as is – no changes required – review in 10 years.

DRAFT

Asset # 7970 – Freemans Land – Valley Lake – Toilet Block (old dressing shed)

Comment

Compliance Level - LOW

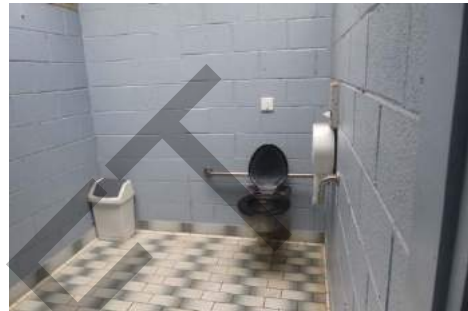
No dedicated car park – access bitumen path.

Disabled toilet needs many items, back rest, handles, hand basin

Recommendation

Major works required to meet current standards.

Review within next 2 years re extent of use and suitability of location.



DRAFT

Asset # 7974 – Vacant Building – Elizabeth Street

Comment

Access not possible. No report.

DRAFT

Asset # 7978 – Reidy Park- toilet – (on Wehl street)

Comment

Compliance level – LOW

Poor access from footpath/street – poor access from Park is grass and mud – 300mm step.
No disabled toilet.

Recommendation

Review within next 12 months as to extent of use. Significant work to add on and achieve levels for access though room to do this. Suggest major additions within 2 years.



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Asset # 7982 – Old Tafe Theatre - Wehl Street

Comment

Compliance Level – LOW

Access is from the rear though no specific car park – general only.

Ramp to rear of building appears excessive then to 'stage door' to get to seating area.

Access to disabled toilet has to be via outside patio area to additional rear access.

Toilet is as per previous legislation toilet roll holder to be rectified, doors are width as previous legislation – however circulation may be considered satisfactory.

Recommendation

Review within next 12 months with view to:-

- Revising carparking area to formalise bays
- New ramp construction
- Assess provision of covered verandah(s) for access to rear door to disabled toilet.



Asset # 7990 – Old Gaol Backpackers – Margaret Street.

Comment

Compliance Level – LOW

Noted this is a Heritage building

Limited access to majority of rooms which are raised form old step up construction

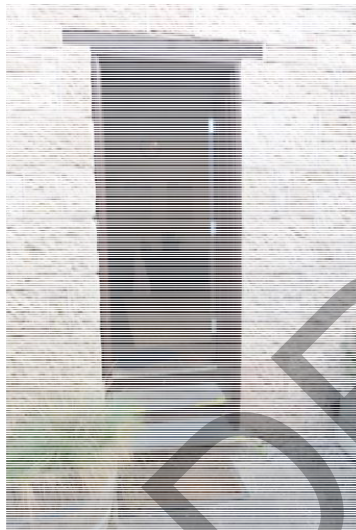
Existing toilet blocks have no disabled toilets. Manager advises that persons booking have to be made aware of this.

To meet access requirements is a major Structural concern with old stone construction.

Rooms near Private Residence have individual toilets and may be able to be modified for disabled access.

Recommendation

Specific review in conjunction with Heritage as to extent of works that may be accommodated within the next 5 years.



Asset # 8002 – AF Sutton Reserve - Toilet Block

Comment

Compliance Level – LOW

Old Besser block structure in the middle of the reserve – very poor access -grass and mud
Building is structurally damaged, trashed and graffitied.

No disabled facility and existing standard facilities are damaged.

Skate park has been built adjacent.

Recommendation

Review within 12 months with view to complete demolition and new complex closer to road and any parking area whilst accessible from the skate park.



Asset # 8010 - Baptist Church – Olympic Park

Comment

Compliance Level - LOW

No designated car bay access – front area grass.

Front door as previous legislation

Only one Toilet a as disabled unisex not current standard though reasonable circulation and some rails.

Appears to be a lean-to addition to old hall - limited usage

Recommendation

Review in 5 years with view to alterations to toilet to accommodate new standards and assess number of persons to determine if additional toilet would be appropriate. Could be accommodated within existing area with changes to store.



Asset # 8022 – Aquatic centre – Margaret Street

Comment

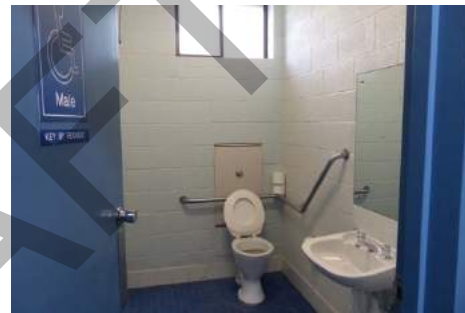
Compliance Level – Medium

Note – NO Assessment has been made of the Public Swimming Pools and surrounding area.

Designated car bay which needs to be widened and access path to main entrance
Toilets and showers are accessible and generally in accord with previous legislation
Limited circulation and some fittings require review.
Overall well provided with facilities which satisfy need

Recommendation

It is understood that there may be significant changes to the building in the near future and any review of changes to significant toilet and shower areas to depend on what development occurs.



Asset # 8026 - Reidy Park Centre – Main Buildings – Olympic Park

Comment

Compliance Level – LOW

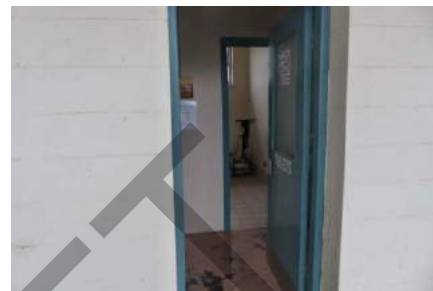
No designated car park areas – ramp to main area OK

Doors are as per previous legislation – WC areas good though doors as previous legislation

No back rest etc.

Recommendation

Review in next 5 years to assess structural works to re-do toilet areas.



AND – Old Class Rooms – Martial Arts

Comment

Compliance level - Medium

Has ramp access – new stairs. Large WC area direct form main area.

Limited rail, no back rest.

Recommendation

Review within 2 years for minor works.



Asset # 8030 – Centenary Tower

Comment

Tower access is via steep cliff track. Not feasible to establish any disabled access or toilet facility.

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Asset # 8034 – Crematorium – Carinya Gardens

Comment

Compliance Level – LOW

No toilet facilities within the building – large number of persons congregation for limited periods.

Access to toilets is down paths to Office building – 200 metres away.

General access from front port cochere OK and at upper level car park with long ramp down to this building.

Recommendation

Review within next 3 years with view to toilets at this level and revised access ramp with respect to grade and width, passing areas etc.



Asset # 8038 – Office for Cemetery – Carinya Gardens

Comment

Compliance Level – HIGH

Excellent access and toilet facilities. Minor matter back rest. Location of toilet roll holder

Recommendation

Facilities to remain - review within 12 months for any minor matters.



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Asset # 8058 – Gymnasium (Karate) – Percy Street

Comment

Unable to access building. Access form front car park poor.

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Asset # 8062 – Pavilion -Toilet within – Marist Park

Comment

Compliance Level – LOW

No designated car park – access from lawn area.

Limited paving around building and to doors

Recommendation

Review within 3 years - extent of use – view to extensions.



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Asset # 11668 – Old Hospital Laundry – Toilet Block

Comment

Compliance level - HIGH (building)

New Exceloo installation with good access from main building area.

Access form car park areas are some distance away with narrow path to main building.

Limited signage from car park areas to get to toilets.

Recommendation

Within next 2 years assess access pathways and signage with view to alterations and modifications to path for passing areas.



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City of
Mount Gambier



Plant and Equipment Asset Management Plan

2020/2029

March 2019

Document Control



Document ID: AR19/9675 City of Mount Gambier Asset Management Plan – Buildings and Structures

Rev No	Date	Revision Details	Author	Reviewer	Approver
1	March 2019	1 st version as a stand alone document	KR	NS	NS

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ABBREVIATIONS

AM	Asset Management
AMP	Asset Management Plan
IRMP	Infrastructure Risk Management Plan
LTFP	Council's Long Term Financial Plan

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1. SUMMARY

Plant and equipment owned by Council is summarised as follows, 101 units of plant ranging from large earthmoving equipment, refuse collection vehicles, work utilities and small trucks, mowers, office vehicles, and specialised equipment such as footpath sweeping machine and paver laying machine.

What does it Cost?

Total Carrying Value of Plant and Equipment as at 30 June 2018 was \$5.133M with annual consumption approximately \$701,000 (i.e. annual depreciation expense). Council's goal is to align the consumption of plant and equipment reasonably over the life of the asset with its planned renewal so that minimal gap exists between the annual depreciation cost and the actual budget expenditure.

Plans for the Future

Council plans to manage its plant and equipment fleet to achieve the following strategic objectives.

- Ensure the fleet is maintained at a safe and functional standard and is fit for purpose.
- Provide for plant and equipment renewal in accordance with Council Policy C375 (as amended from time to time).
- Project plant and equipment renewals over a 20 year period, see Appendix D (values have been included based on anticipated dollar value at the time of purchase).
- Council has historically only owned plant and equipment to satisfy 'core function' activities and has sub-contracted or contracted specialist equipment on an as needs basis (e.g. excavators, backhoes, bobcats, asphalt laying equipment).
- Identify and dispose of any surplus equipment or equipment that becomes available of a specialist nature which will help provide and/or improve efficient service delivery to the community.
- Review the most efficient and effective means of owning fleet, for e.g. lease, hire purchase, own outright, buy new, and buy second hand.
- Complete cyclical audits on its plant and equipment fleet to ensure they are stored correctly, onsite and ready for use.

Income and Expenditure

In order to ensure full cost attribution of plant and equipment to the various works, activities and functions undertaken by Council, a plant hire rate is applied and charged in line with the use of the plant and equipment.

With reference to the original budget as at 30 June 2018 it is estimated that the allocation from internal plant hire for the year will be \$1.625 million.

Operating costs for plant and equipment was estimated at \$580,000 (including mechanics labour hours), fuels and oils \$320,000 and registrations and insurances \$120,000.

Relationship to Long Term Financial Plan and Annual Budgets

Plant and equipment purchases are not uniform in value and annual budget allocations can vary significantly from year to year. This Asset Management Plan (AMP) includes, at Appendix A, the projected cost of purchase for the next ten years which will inform both the Annual Budget and the Long Term Financial Plan (LTFP). It is also important to note that yearly expenditure on plant maintenance, fuels and oils and registrations and insurances are relatively constant (typically increasing in line with inflationary costs).

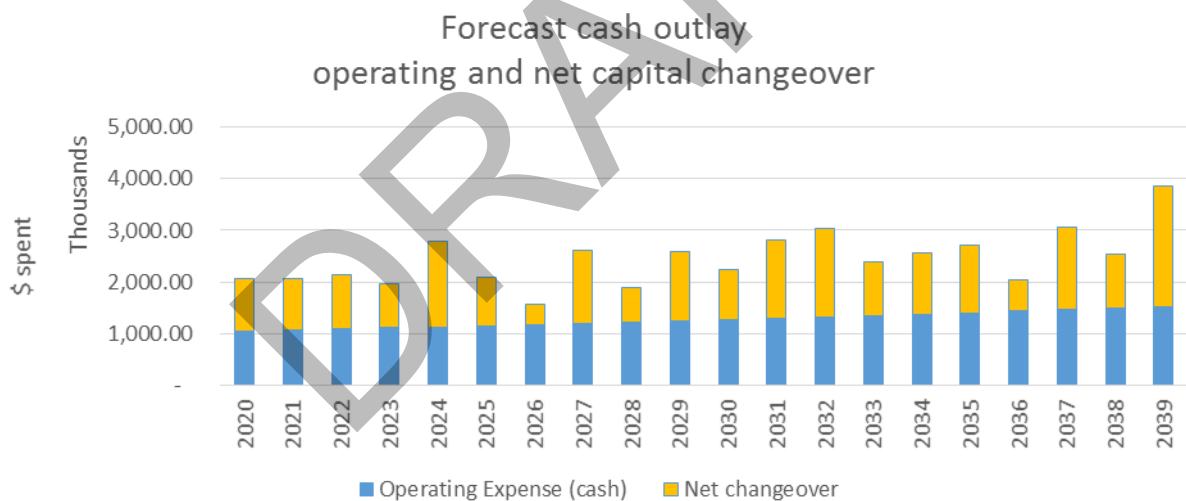
2. FINANCIAL SUMMARY

This section contains the financial requirements resulting from all the information presented in the previous sections of this AMP. The financial projections will be improved as further information becomes available on desired levels of service and current and projected future asset performance.

2.1 Financial Statements and Projections

The financial projections are shown in Figure 1 for planned operating and net capital changeover expense.

Figure 1: Planned Operating and Capital Expenditure



Note that all costs are shown in nominal values.

2.1.1 Sustainability of Service Delivery

There are two key indicators for financial sustainability that have been considered in the analysis of the services provided by this asset category, these being long term life cycle costs and medium term costs over the 10 year financial planning period.

Long term - Life Cycle Cost

Life cycle costs (or whole of life costs) are the average costs that are required to sustain the service levels over the longest asset life. Life cycle costs include maintenance and asset consumption (depreciation expense).

Life cycle costs can be compared to life cycle expenditure to give an indicator of sustainability in service provision. Life cycle expenditure includes maintenance plus capital renewal expenditure. Life cycle expenditure will vary depending on the timing of asset renewals, refer Figure 1.

A gap between life cycle costs and life cycle expenditure gives an indication as to whether present consumers are paying their share of the assets they are consuming each year. The purpose of this AMP is to identify levels of service that the community needs and can afford and develop the necessary long term financial plans to provide the service in a sustainable manner.

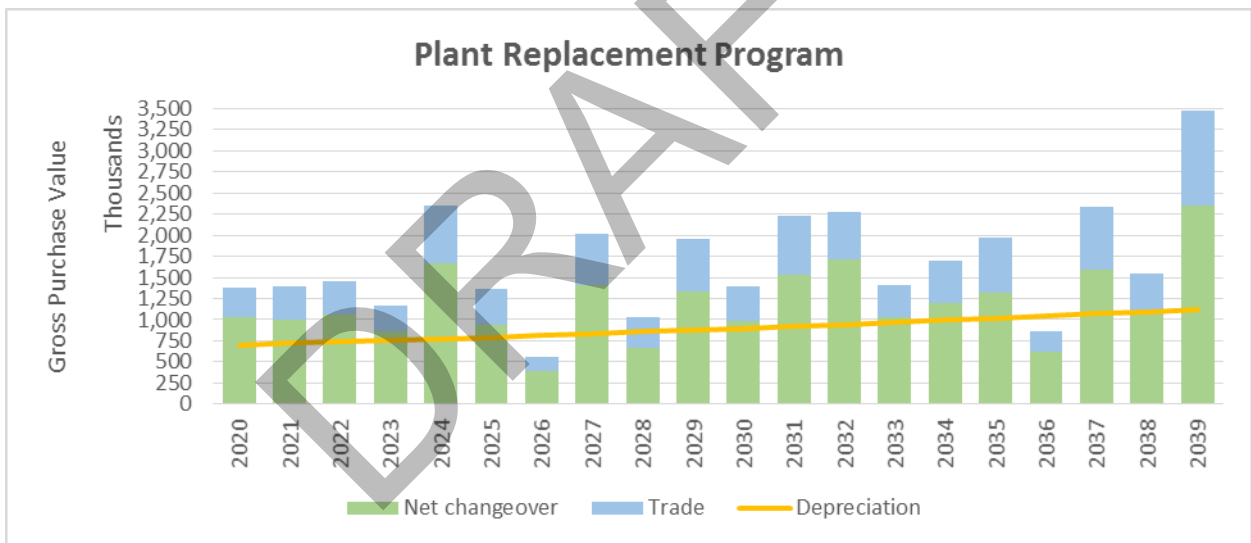
Medium term – 10 Year Financial Planning Period

This AMP identifies the estimated maintenance and capital expenditures required to provide an agreed level of service to the community over a 20 year period for input into a 10 year financial plan and funding plan to provide the service in a sustainable manner.

This may be compared to existing or planned expenditures in the 10 year period to identify any gap. In a core AMP, a gap is generally due to increasing asset renewals or underfunding of capital renewal programs.

Figure 2 shows the projected asset renewals in the 20 year planning period from the asset register. The projected asset renewals are compared to planned renewal expenditure in the capital works program.

Figure 2: Projected and Planned Renewals and Expenditure Gap



This chart shows the difference between projected funding (funding required to maintain assets to agreed service levels) and planned funding (actual funding from council budget and forward works programs). Over the life of the asset there should be minimal funding gap between projected renewal (depreciation) and planned renewal. Due to the significant disposal values obtained for plant and equipment and reflection of these values in residual values, which directly affects depreciation, the net changeover value is the key comparison with plant and equipment renewal programming.

Table 1 provides a breakdown over the next 10 years comparing projected renewals (depreciation) and planned renewals. In most cases it is evidenced that Council's planned renewals (net changeover) exceed projected renewals (depreciation).

Table 1: Projected and Planned Renewals and Expenditure Gap

Year	Projected Renewals \$'000	Planned Renewals \$'000	Renewal Funding Gap/Excess \$'000	Cumulative Gap \$'000
2020	702	1,028	326	326
2021	720	995	275	601
2022	738	1,060	322	924
2023	756	869	113	1,036
2024	775	1,672	897	1,933
2025	794	932	138	2,071
2026	814	399	-415	1,656
2027	835	1,413	578	2,234
2028	855	662	-193	2,041
2029	877	1,334	457	2,498

Providing services in a sustainable manner will require matching of projected asset renewals to meet agreed service levels with planned capital works programs and available revenue.

A gap between projected asset renewal expenditure and actual (planned) expenditure indicates that further work is required to manage required service levels and future planned expenditure funding needs to eliminate any funding gap or excess.

Future iterations of this Plan will refine the assumptions used to project plant and equipment renewals with the objective of better aligning net changeover values to depreciation over the life of the asset.

2.2 Funding Strategy

Projected expenditure identified in Section 2.1 is to be funded from Council's operating and capital budgets. The funding strategy is detailed in the Council's Long Term Financial Plan.

2.3 Valuation Forecasts

Asset values are forecast to increase as additional assets are added to the asset stock from construction and acquisition by Council. Depreciation expense values are forecast in line with asset values based on asset useful life and expected residual values. Due to the high turnover and nature of Council's plant and equipment assets, Council does not revalue this asset category.

The depreciated replacement cost (current replacement cost less accumulated depreciation) will vary over the forecast period depending on the rates of addition of new assets, disposal of old assets and consumption and renewal of existing assets.

3. ASSET MANAGEMENT PRACTICES

3.1. Accounting / Financial Systems

- Local Government authorities in South Australia are established under the provisions of the Local Government Act, 1999.
- Financial and Accounting practices and procedures are required to be in accordance with the Local Government Act 1999, Local Government (Financial Management) Regulations and the Australian Accounting Standard.
- Council's financial and accounting function is subject to a comprehensive Internal Control Policy and has reporting responsibilities to Council's Audit Committee whose membership is derived from persons both internal and external of the organisation.
- Council's audit regime includes the required annual statutory audit required by legislation and also a periodic 'procedural' audit. This process is also completed on an annual basis.
- Council's accounting and financial systems utilise the Civica local government enterprise software solution entitled 'AUTHORITY'.
- The 'AUTHORITY' software solution enables integration of all Council operations including the Accounting and Asset Management functions.

4. Asset Management Systems

Council uses the Civica software "AIM" program as its core asset management program. Council are in the process of developing this program to record all asset classes owned by Council together with all the relevant information on each asset (at present it is only used for Land, Buildings and Structures and Transport Infrastructure). It allows assets to be linked to inspection and condition assessments as well as the historical information about the asset.

The AIM program allows the linking of Capital Value Records (CVR) for all assets and for the posting of actual costs for either planned work or maintenance work on assets through the work order system. The system also allows for the general ledger information to be directly linked and reported from within the AIM program

5. Information Flow Requirements and Processes

The key information that flows into this AMP are:

- The asset register data on size, age, value, remaining life of the network
- The adopted service levels
- Projections of various factors affecting future demand for services
- Correlations between maintenance and renewal, including decay models
- Data on new assets acquired by Council.

The key information flows *from* this AMP are:

- The assumed Works Program and trends
- The resulting budget, valuation and depreciation projections

- The useful life analysis
- Funding gap/excess considerations
- Improvements for AM planning.

These will impact on the LTFP, Community Plan, Annual Budget and business unit plans and budgets.

PLAN IMPROVEMENT AND MONITORING

6. Performance Measures

The effectiveness of the AMP can be measured in the following ways:

- The degree to which the required cash flows identified in this AMP are incorporated into Council's LTFP.
- The degree to which 1-5 year detailed works programs, budgets, business plans and organisational structures take into account the 'global' works program trends provided by the AMP.

7. Improvement Plan

Improvements identified in the lifecycle of plant and equipment as an asset class of Council are listed in Table 2.

Table 2 Improvement Plan

Task No	Task	Responsibility	Resources Required	Timeline
1	Development of 20 year forward works program	Management Accountant	Time	Achieved
2	Develop Assets Officer to be both financial and technically sound	Management Accountant	Time	Achieved
3	Audit of Plant & Equipment	Assets Officer	Time	Ongoing
4	Review of ownership models eg buy versus lease	Management Accountant & General Manager City Infrastructure	Time	TBA
5	Improved long term financial planning and forecasting	Council	Time	Ongoing
6	Review of forward programming against actuals and adjust accordingly	Management Accountant	Time	Annual
7	Investment in Fleet Management Module of Authority & subsequent reporting module in BIS to assist with regular plant usage reporting and estimates without the need for onerous spreadsheets	Management Accountant & Engineering Manager	\$ Budget allocation	Ongoing licence fees
8	Expanding the use of AIM in authority to list all asset classes including plant and equipment with the objective of having one register for all assets.	Assets Officer	Time	TBA
9	Review Policy C375	Executives	Time	Sept 2019

8. Monitoring and Review Procedures

This AMP will be reviewed during annual budget preparation and amended to recognise any changes in service levels and/or resources available to provide those services as a result of the budget decision process.

The Plan has a life of 4 years and is due for revision and updating within 2 years of each Council election in accordance with the Local Government Act.

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REFERENCES

City of Mount Gambier Community Plan – The Futures Paper 2016-2020

City of Mount Gambier Annual Report and Budget

DVC, 2006, 'Asset Investment Guidelines', 'Glossary', Department for Victorian Communities, Local Government Victoria, Melbourne

IPWEA, 2006, 'International Infrastructure Management Manual', Institute of Public Works Engineering Australia, Sydney, www.ipwea.org.au

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APPENDICES

Appendix A Plant and Equipment Planned Renewal Program AR19/10110

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Alias	Description	Capital Expense	Sales Revenue	Useful Life	2020		2021		2022		2023		2024		2025		2026		2027		2028		2029	
					Purchase	Trade	Net changeover	Purchase	Trade	Net changeover	Purchase	Trade	Net changeover	Purchase	Trade	Net changeover	Purchase	Trade	Net changeover	Purchase	Trade	Net changeover	Purchase	Trade
1	No 1 Utility	7320.4021.0094	4280.1802.0194	10																				
2	No 2 Tipper Truck	7320.4022.0094	4280.1802.0194	10																				
3	No 3 Canter Tipper	7320.4023.0094	4280.1802.0194	10	74,000	-	26,000	48,000																
4	No 4 Tip Truck	7320.4024.0094	4280.1802.0194	15																				
5	No 5 Tip Truck	7320.4025.0094	4280.1802.0194	10																				
6	No 6 Water Truck	7320.4026.0094	4280.1802.0194	20	100,000	-	5,000	95,000																
7	No 7 Tipper	7320.4027.0094	4280.1802.0194	10	138,000	-	59,000	79,000																
8	No 8 Tipper with Crane	7320.4028.0094	4280.1802.0194	10																				
9	No 9 Utility	7320.4029.0094	4280.1802.0194	10																				
10	No 10 Tipper Utility	7320.4030.0094	4280.1802.0194	10																				
11	No 11 Canter Tray	7320.4031.0094	4280.1802.0194	10	76,000	-	28,000	48,000																
12	No 12 Utility	7320.4032.0094	4280.1802.0194	10																				
13	No 13 Tip Truck	7320.4033.0094	4280.1802.0194	10																				
14	No 14 Tipper Truck	7320.4034.0094	4280.1802.0194	10																				
15	No 15 Road	7320.4035.0094	4280.1802.0194	10																				
16	No 16 Utility	7320.4036.0094	4280.1802.0194	7																				
17	No 17 Tipper Utility	7320.4037.0094	4280.1802.0194	10																				
18	No 18 Garbage	7320.4038.0094	4280.1802.0194	5																				
19	No 19 Water Truck	7320.4039.0094	4280.1802.0194	25																				
20	No 20 Trapping Utility	7320.4040.0094	4280.1802.0194	10																				
21	No 21 Tipper	7320.4041.0094	4280.1802.0194	10	138,000	-	40,000	98,000																
22	No 22 Tipper Truck	7320.4042.0094	4280.1802.0194	10																				
23	No 23 Utility	7320.4043.0094	4280.1802.0194	10																				
24	No 24 Canter Tipper	7320.4044.0094	4280.1802.0194	10																				
25	No 25 (Trucks)	7320.4045.0094	4280.1802.0194	10																				
26	No 26 Elevated Platform	7320.4046.0094	4280.1802.0194	5																				
27	No 27 Tipper	7320.4047.0094	4280.1802.0194	10																				
28	No 28 Tip Truck	7320.4048.0094	4280.1802.0194	10																				
29	No 29 Tip Truck	7320.4049.0094	4280.1802.0194	10																				
30	No 30 Garbage Compactor(Trucks)	7320.4050.0094	4280.1802.0194	5																				
31	No 31 Garbage Compactor (Trucks)	7320.4051.0094	4280.1802.0194	5																				
32	No 32 Garbage Compactor	7320.4052.0094	4280.1802.0194	5	358,000	-	70,000	288,000																
33	No 33 (Rollers)	7360.4063.0094	4280.1803.0194	17																				
34	No 34 (Rollers)	7360.4064.0094	4280.1803.0194	17																				
35	No 35 (Rollers)	7360.4065.0094	4280.1803.0194	18																				
36	No 36 (Rollers)	7360.4066.0094	4280.1803.0194	15																				
37	No 37 Drum Roller	7360.4067.0094	4280.1803.0194	20																				
38	No 38 Garbage Compactor	7320.4053.0094	4280.1802.0194	5																				
39	No 39 Garbage Compactor	7320.4053.0094	4280.1802.0194	5																				
40	No 40 Wheel Loader	7370.4070.0094	4280.1804.0194	10																				
41	No 41 Landfill Compactor (Loaders)	7370.4071.0094	4280.1804.0194	8																				
42	No 42 Blue Lake Golf Course Loader	7370.4072.0094	4280.1804.0194	15																				
43	No 43 Loader	7370.4073.0094	4280.1804.0194	10																				
44	No 44 Wheel Loader	7370.4074.0094	4280.1804.0194	10																				
45	No 45 Loader	7370.4075.0094	4280.1804.0194	25	170,000	-	30,000	140,000																
46	No 46 Loader	7370.4076.0094	4280.1804.0194	10																				
47	No 47 Loader	7370.4077.0094	4280.1804.0194	10																				
48	No 48 (Graders)	7390.4088.0094	4280.1805.0194	15																				
49	No 49 (Tractors)	7390.4092.0094	4280.1806.0194	10																				
50	No 50 (Tractors)	7390.4093.0094	4280.1806.0194	10																				
51	No 51 (Tractors)	7390.4094.0094	4280.1806.0194	20																				
52	No 52 (Tractors)	7390.4095.0094	4280.1806.0194	10																				
53	No 53 (Tractors)	7390.4096.0094	4280.1806.0194	10																				
54	No 54 (Tractors)	7390.4097.0094	4280.1806.0194	10																				
55	No 55 (Tractors)	7390.4098.0094	4280.1806.0194	10																				
56	No 56 (Tractors)	7390.4099.0094	4280.1806.0194	10																				
57	No 57 (Tractors)	7390.4100.0094	4280.1806.0194	10																				
58	No 58 (Tractors)	7390.4101.0094	4280.1807.0194	5																				
59	No 59 (Tractors)	7390.4102.0094	4280.1807.0194	5																				
60	No 60 (Tractors)	7390.4103.0094	4280.1807.0194	7																				
61	No 61 (Tractors)	7390.4104.0094	4280.1807.0194	15																				
62	No 62 (Tractors)	7390.4105.0094	4280.1808.0194	15																				
63	No 63 (Tractors)	7390.4106.0094	4280.1808.0194	15																				
64	No 64 (Tractors)	7390.4107.0094	4280.1808.0194	15																				
65	No 65 (Tractors)	7390.4108.0094	4280.1808.0194	15																				
66	No 66 (Tractors)	7390.4109.0094	4280.1808.0194	15																				
67	No 67 (Tractors)	7390.4110.0094	4280.1808.0194	15																				
68	No 68 (Tractors)	7390.4111.0094	4280.1808.0194	15																				
69	No 69 (Tractors)	7390.4112.0094	4280.1808.0194	15																				
70	No 70 (Tractors)	7390.4113.0094	4280.1808.0194	15																				
71	No 71 (Tractors)	7390.4114.0094	4280.1808.0194	15																				
72	No 72 (Tractors)	7390.4115.0094	4280.1808.0194	15																				
73	No 73 (Tractors)	7390.4116.0094	4280.1808.0194	15																				
74	No 74 (Tractors)	7390.4117.0094	4280.1808.0194	15																				
75	No 75 (Tractors)	7390.4118.0094	4280.1808.0194	15																				
76	No 76 (Tractors)	7390.4119.0094	4280.1808.0194	15																				
77	No 77 (Tractors)	7390.4120.0094	4280.1808.0194	15																				
78	No 78 (Tractors)	7390.4121.0094	4280.1808.0194	15																				
79	No 79 (Tractors)	7390.4122.0094	4280.1808.0194	15																				
80	No 80 (Tractors)	7390.4123.0094	4280.1808.0194	15																				

Alias	Description	Capital Expense	Sales Revenue	Useful Life	Purchase	Trade	Net changeover	Purchase	Trade	Net changeover	Purchase	Trade	Net changeover	Purchase	Trade	Net changeover	Purchase	Trade	Net changeover	Purchase	Trade	Net changeover	Purchase	Trade	Net changeover	Purchase	Trade	Net changeover						
					2020	2020	2020	2021	2021	2021	2022	2022	2022	2023	2023	2023	2024	2024	2024	2025	2025	2025	2026	2026	2026	2027	2027	2027	2028	2028	2028	2029	2029	2029
No 126 Tourism																																		
126 Division	7300.4013.0094	4280.1801.0194	2					32,000	-	13,000	19,000																							
127 No 127 Mayoral	7300.4014.0094	4280.1801.0194	2					47,000	-	14,000	33,000																							
No 128 General Use																																		
128 No 129 General Use	7300.4015.0094	4280.1801.0194	2					22,000	-	12,000	10,000																							
129 2	7300.4018.0094	4280.1801.0194	2					27,000	-	13,000	14,000																							
142 No 142 Tip Truck	7320.4055.0094	4280.1802.0194	10																															
143 No 143 Van	7400.4130.0094	4280.1801.0194	10																															
144 No 144 Mower	7400.4132.0094	4280.1807.0194	6	94,000	-	11,000	83,000																											
No 145 Nissan																																		
145 Forklift (Doppel)	7450.4301.0094	4280.1808.0194	10					36,000	-	5,000	31,000																							
No 146 Water Truck																																		
146 (Trucks)	7320.4056.0094	4280.1802.0194	10					116,000	-	20,000	96,000																							
147 No 147 Utility	7400.4137.0094	4280.1801.0194	10																															
No 148 Building																																		
Maintenance Ute																																		
148 (Trucks)	7320.4057.0094	4280.1802.0194	7											24,000	-	10,000	14,000																	
222 No 222 (Tractors)	7390.4099.0094	4280.1806.0194	15																															
Mower Trailer (for																																		
293 (over 70)	7450.4301.0094	4280.1808.0194	5	8,000	-	8,000																												
307 Machinery Trailer	7450.4301.0094	4280.1808.0194	5																															
320 Tipper Trailer	7450.4301.0094	4280.1808.0194	5																															
356 Tandem Trailer	7450.4301.0094	4280.1808.0194	10																															
No 362 Utility - Parks																																		
362 & Gardens																																		
372 Gardens																																		
Tungsten Cutter																																		
1054 (Grader)	7450.4301.0094	4280.1808.0194	5																															
Totals					1,377,000	-348,000	1,028,000	1,399,000	-404,000	995,000	1,455,000	-395,000	1,060,000	1,161,000	-292,000	869,000	2,352,000	-680,000	1,672,000	1,385,000	-433,000	932,000	555,000	-156,000	399,000	2,018,000	-605,000	1,413,000	1,029,000	-387,000	662,000	1,953,000	-619,000	1,334,000

112 total items count
 101 items (count) (excluding strike through items & items not yet purchased)

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City of
Mount Gambier



Caroline Landfill Asset Management Plan

2020/2029

March 2019

Document Control



Document ID: AR19/7528 City of Mount Gambier Asset Management Plan – Caroline Landfill

Rev No	Date	Revision Details	Author	Reviewer	Approver
1	March 2019	Creation of separate Asset Management Plan for Caroline Landfill	KR	DM	NS

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ABBREVIATIONS

ABP&B	Annual Business Plan and Budget
AMP	Asset Management Plan
IRMP	Infrastructure Risk Management Plan
MMS	Maintenance management system
LTFP	Council's Long Term Financial Plan

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1. INTRODUCTION

1.1 Background

Caroline Landfill Asset Management Plan is to be read in conjunction with Council's Asset Management Policy, Asset Management Strategy and the following associated planning documents:

- Community Plan
- Long Term Financial Plan (LTFP)
- Annual Business Plan and Budget (ABP&B)
- Landfill Environmental Management Plan
- Future Cell Construction & Capping Plan 2020-2029 (Appendix A).

The Landfill components covered by this Asset Management Plan (AMP) are shown in Table 1.

Table 1 Landfill assets covered by this Plan

(As at 1 July 2018)

Asset Category	Number	Net Fair Value (\$)
Caroline Landfill Existing (incorporates Cells 1 and 2 construction and cap)	2	\$1.28M
Caroline Landfill Cell 3	1	\$0.602M
Caroline Landfill Cap Cell 3	1	\$2.1M
TOTAL		\$3.98M
Remaining Caroline Landfill Cells yet to be constructed, filled and capped (refer Appendix A)	13	

1.2 Assumptions

This Landfill AM Plan is based on the Environmental Management Plan (EMP) which is the overarching document that determines the operational and management activities that occur onsite in accordance with Council's EPA licence for the operation of a landfill facility.

It is assumed that the current financing approach will continue.

Key stakeholders in the preparation and implementation of this Asset Management Plan are shown in Table 2.

Table 2: Key Stakeholders

Key Stakeholder	Role in AM Plan
Councillors	<ul style="list-style-type: none"> • Represent needs of the community and stakeholders • Set targeted sustainability ratios • Annual budget approvals
Executives	<ul style="list-style-type: none"> • Adopt Asset Management Plan • Portfolio sponsor
Regulatory Authority	<ul style="list-style-type: none"> • Provide guidelines/standards • Compliance audits
Customers	<ul style="list-style-type: none"> • End users of service/assets
Insurers and Lessors	<ul style="list-style-type: none"> • Partner with Council to mutually cover risk exposure • Partner with Council to provide alternate financial solutions
Engineering Business Unit	<ul style="list-style-type: none"> • Plan and facilitate asset construction and capping in accordance with this plan • Establish service levels • Mitigate risk exposure • Monitor assets (including condition) • Coordinate planned and reactive maintenance with Council staff • Management of operational requirements • Ensure compliance with legislative requirements
Technical Experts/Consultants	<ul style="list-style-type: none"> • Environmental consulting • Testing and monitoring reports
Strategic Finance & Accountability Business Unit Finance Business Unit	<ul style="list-style-type: none"> • Council's LTFP • Asset valuation and depreciation • Procurement facilitation

1.3 Goals and Objectives of Asset Management

The Council exists to provide services to its community; one of these services is Waste Management. Caroline Landfill is the only engineered landfill site located in the South East of South Australia and began operations in 1997. Council's goal in managing landfill assets is to meet the agreed level of service in the most cost effective manner for present and future consumers. The key elements of landfill asset management are:

- Taking a life cycle approach to developing cost-effective management strategies for the long term
- Providing a defined level of service and monitoring performance in line with stakeholder needs and environmental licence requirements
- Managing risks associated with asset failures and disasters
- Continuous improvement in asset management practices.¹

Our Vision is: **An inclusive city where people lead fulfilling lives.**

The objectives contained within the Community Plan fall under four key themes:

Our People	A safe, inclusive city where access to quality services and facilities supports a socially connected, vibrant and healthy community
Our Location	A perfectly centered place where people aspire to live, work, visit and invest
Our Diverse Economy	A diversified, innovative and resilient economy that generates jobs and services
Our Climate, Natural Resources, Arts, Culture and Heritage	A culturally-inspired city that strives to minimise its ecological footprint.

Key envisaged outcomes, projects and services described in the Community Plan that directly relate to Council's landfill asset management are:

- Sustainability and environmental practices embedded in Council processes and decision making
- A healthy and pristine natural environment, including underground aquifer system
- Educate and support the community to reduce greenhouse gas emissions, water consumption and waste
- Strive to make Mount Gambier a recognised environmentally sustainable place
- Develop innovative programs to protect our environment
- Develop and implement a strategy to facilitate a reduction in greenhouse gas emissions

¹ IIMM 2006 Sec 1.1.3, p 1.3

- Reduce waste received at the landfill.

A 'bottom up' approach has been used to develop organisational requirements for sustainable service delivery and long term financial planning and reporting. This is mainly due to the key drivers that influence when and how construction and capping of landfill cells is required. The key drivers are:

- The amount (in tonnes) of waste to be entombed
- The strict legislative requirements surrounding waste management practices and landfill operations.

This plan is prepared to facilitate community consultation and in line with section 122(6) and 122(7) of the Local Government Act the draft plan is made available to the public at our principal office for feedback prior to adoption by Council.

Future revisions may include greater community consultation on service levels and costs of provision to assist Council and the community in balancing the level of service needed and/or desired with the community's ability and willingness to pay for the service(s) incorporating a wider view of all waste management services.

1.4 Plan Framework

Key elements of the Plan are

- Levels of service – specifies the services and levels of service to be provided by Council
- Future demand – how this will impact on future service delivery and how this is to be met
- Life cycle management – how Council will manage its existing and future assets to provide the required services
- Financial summary – what funds are required to provide the required services
- Asset management practices
- Monitoring – how the Plan will be monitored to ensure it is meeting Council's objectives
- Asset management improvement plan.

A road map for preparing an Asset Management Plan is shown below.

Figure 1: Road Map for preparing an Asset Management Plan

Source: IIMM Fig 1.5.1, p1.11

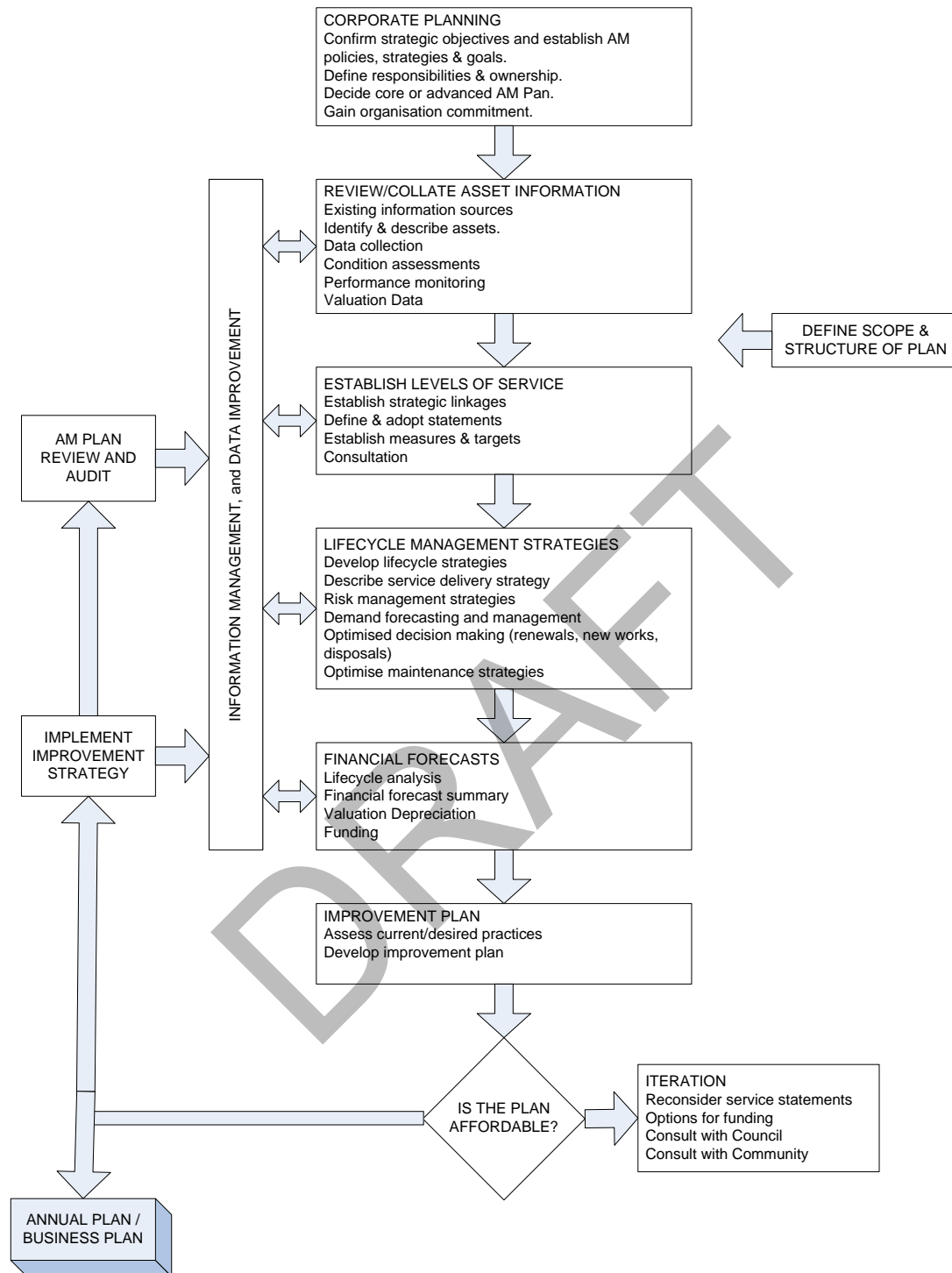


Table 3: Legislative Requirements

Legislation	Requirement
Local Government Act, 1999	Sets out role, purpose, responsibilities and powers of local governments including the preparation of a long term financial plan supported by Infrastructure and Asset Management Plans for sustainable service delivery.
Development Act and subordinate legislation (example Development Plan and Building Code)	Provides Council with the legislative framework to guide the preservation and enhancement of its landfill.
Environment Protection Act	To regulate the development and operation of Caroline Landfill
State Records Act, 1997	Set out responsibilities and requirement in relation to the management of Council records.
Work Health and Safety Act, 2012	Sets out roles and responsibilities to secure the health, safety and welfare of persons at work

2.2 Current Levels of Service

Council has defined service levels in two terms:

1. Community Service Levels

These relate to how the community receives the service in terms of safety, quality, function, quantity, reliability, responsiveness and cost/efficiency.

2. Operational or Technical Service Levels

These measures relate to the allocation of resources to service activities that the Council undertakes to best achieve the desired community outcomes, whilst meeting all legislative requirements.

Community Levels of Service relate to how the community receives the service in terms of safety, quality, function, quantity, reliability, responsiveness, cost/efficiency and legislative compliance.

Supporting the community service levels are operational or technical measures of performance developed to ensure that the minimum community levels of service are met. These technical measures relate to service criteria such as:

Operations – the regular activities to provide services such as opening hours, compacting and covering of waste.

Maintenance – the activities necessary to retain assets as near as practicable to their original condition for example repairing weather damage.

Renewal – the activities that return the service capacity of an asset up to that which it had originally, for example, frequency and cost of new landfill cell construction.

Upgrade - upgrading the activities to provide a higher level of service for example, extending opening hours, introducing a new initiative such as gas collection and utilisation facilities, installing a weighbridge at the landfill site.

Quantity – ability to accept varying volumes of waste.

Safety – protection of person(s) from injury and accidents, for example, safe work method statements.

Council’s current service levels are detailed in Table 4.

Table 4: Current Service Levels

Key Performance Measure	Level of Service	Performance Measure Process	Performance Target	Current Performance
COMMUNITY LEVELS OF SERVICE				
Quality	Landfill is tidy and accessible	customer complaints	1 complaint per year	TBA
Function	Tip face is compacted and covered with appropriate cover material each day it is operational	Manager to review	100%	TBA
Safety	Public and customer access is clearly monitored and signed	Reported accidents and incidents	zero	TBA
TECHNICAL LEVELS OF SERVICE				
Condition	1) Site is managed to legislative requirements/ best practice standards 2) Machinery is reliable and well maintained	1) EPA Reports and responses, customer complaints 2) Machine availability	1) Zero 2) 100% of scheduled time	TBA
Safety	Site is safe and meets all legislative requirements	reported accidents/ incidents	Zero	TBA
Cost Effectiveness	Landfill is operated within budget	\$/% amount over/underspent of the budget	Expense within 5% of budget and does not exceed income generated	TBA

For details on current service levels, refer to the Landfill Environmental Management Plan. Future iterations of this AMP will include further details on current performance.

2.3 Desired Levels of Service

At present, indications of desired levels of service are obtained from various sources including the residents’ feedback to Councillors and staff, service requests and correspondence. Council has still to quantify all desired levels of service. This will be incorporated in future revisions of this AMP.

3. FUTURE DEMAND

3.1 Demand Forecast

Drivers affecting demand include population change, changes in demographics, seasonal factors, consumer preferences and expectations, technological advances, economic factors, environmental awareness, changing legislative requirements, risk management practices, etc.

Demand factor trends and impacts on service delivery are summarised in Table 5.

Table 5 Demand Factors, Projections and Impact on Services

Demand factor	Present position	Projection	Impact on services
Population	26,276 (<i>census 2016</i>)	32,000 people by 2027 ³	Should the target projection be met filling rates at the landfill would increase. It is expected that these would be offset by increased rates and user pays revenue.
Demographics	Ageing population Already servicing wider District Council of Grant area		Demographic factors unlikely to have significant impact on waste management facilities as Council is already servicing a much wider region.
Climate change	susceptible to el nino conditions periods of intense rainfall can have adverse effects on leachate contamination at the landfill site	Once in every 10 years	Large impact on budget to manage contamination in line with EPA requirements
Legislative changes	Landfill Environmental Management Plan (LEMP) Meeting all EPA requirements	Continuation of LEMP and meeting all EPA requirements	No significant impacts to services

3.2 Changes in Technology

Technology changes are forecast to have effect on the delivery of services covered by this Plan, and will likely reduce operating costs due to real-time monitoring (eg. Web based communication to Council, smart phone and mobile technology, leachate monitoring systems, automatic monitoring systems for gas collection and utilisation, GPS tracking on compacting machinery, drone technology for site surveying).

Council will face increasing community pressure to retrofit existing facilities with technology that will improve the overall environmental sustainability of the facility.

Technology changes forecast to affect the delivery of services covered by this plan are detailed in Table 6.

³ Referenced from Community and Recreation Hub Feasibility Study

Table 6: Forecast changes in technology and effect on service delivery

Technology Change	Effect on Service Delivery
Introduction of weighbridge at landfill site	<p>At present customers weigh in at the Waste Transfer Centre before driving to Caroline Landfill to deposit their load of waste. This requires the site operator to check all tickets before allowing the load to be unloaded. A weighbridge onsite has potential to:</p> <ul style="list-style-type: none"> • automate gate opening and security over site • mobile technology to automatically deliver results to landfill operator and officers located offsite to the Landfill • provide more accurate data • provide increased control • reduces risk of customers collecting rubbish after they have weighed in at the Waste Transfer Station
CCTV Cameras	Council are in the process of implementing CCTV systems and this may be able to be utilised in asset management, assessment and surveillance to assist in reduction of damage to infrastructure and machinery.
Gas Utilisation and Collection	Council is currently seeking tenders for the provision of landfill gas management services utilising automated technology to monitor and provide data.

3.3 Demand Management Plan

Demand for new services will be managed through a combination of managing existing assets, upgrading of existing assets and providing new assets to meet demand and demand management. Demand management practices include non-asset solutions, insuring against risks and managing failures.

Non-asset solutions focus on providing the required service without the need for the organisation to own the assets, such as leasing arrangements or providing services from existing infrastructure which may be located in another community area. They also include managing expectations in relation to service standards and service failures.

Opportunities identified to date for demand management are shown in Table 7. Further opportunities will be developed in future revisions of this AMP.

Table 7: Demand Management Plan Summary

Service Activity	Impact	Demand Management Plan
Operational expectations, financial sustainability and continuous improvement	Need for mobile solutions and systems due to location of Caroline Landfill	Engage with i-Services to identify
Containment of contamination and leachate	Reduction in leachate overflow and contamination.	Installation of vetiver grasses and leachate pumping alternatives. The vetiver grasses are currently in trial phase but have the potential (if proved successful) to reduce the reliance on pond storage and evaporation as well as offsite disposal. This has the potential to reduce the operational costs of leachate management
Environmental sustainable solutions for gas emissions	Reduction in methane gases currently entering the atmosphere from waste decomposition	Tender currently seeking interest in gas management services

4. LIFECYCLE MANAGEMENT PLAN

The Lifecycle Management Plan details how Council plans to manage and operate the assets at the agreed levels of service (defined in the section “Levels of Service”) while optimising life cycle costs.

4.1 Background Data

4.1.1 Physical Parameters

The assets covered by this plan are shown in Table 1 and Appendix A.

4.1.2 Asset Capacity and Performance

Council’s services are generally provided to meet design and environmental standards where these are available. Areas targeted for improvement are detailed in Table 8.

Table 8: Improvements

Service	Improvement
Cover Material	Identification of alternative cover materials from stock piles of concrete, brick and limestone to meet EPA requirements. Aim to reduce on site stockpiles and utilise as cover. In addition, alternative daily cover materials are being investigated such as water based chemicals that will replace the need for daily soil covers
Litter	Reduction of windblown litter.
Critical machinery	Alternative solutions should the landfill compactor be out of action Consideration of insurance to cover loss of production/revenue.
Leachate Ponds	Alternative solutions to vetiver grasses include covering leachate ponds to reduce increase in volume due to rainfall. Consideration of alternate options should the vetiver grass trial not be successful. I.e. utilisation of onsite gas to pre heat or boil off the leachate is one such example being investigated

Approximately 25,000 tonnes of waste per annum has been entombed at Caroline Landfill since the 2017 financial year. At the time of writing this plan, Council is on target to receive approximately 25,000 tonnes again for the financial year ended 30 June 2019.

Table 9: Tonnes of Waste entombed to Caroline Landfill

Financial year ended 30 June	Tonnes entombed	Tonnes entombed by Council	% of Council Waste entombed
2014	19,892	6,531	33%
2015	20,560	6,644	32%
2016	21,801	7,199	33%
2017	25,648	7,099	28%
2018	24,606	7,165	29%

4.1.3 Asset Condition

The condition profile of Council's Landfill Cell's is not a key driver for renewal. The capacity used in the cell is a key driver as this relates to the amount of airspace remaining for waste to be entombed.

The buildings and structures, plant and machinery currently used at Caroline Landfill are captured under their own category of asset management plans. Asset condition is a key driver for the buildings located at the landfill site, but is not a key driver for renewal of the critical plant and machinery required to be used to operate the site.

The value of Caroline Landfill assets in this IAMP relates to cell construction and capping only. Landfill remediation and cell development assets are amortised on a consumption basis over the individual landfill cell's capacity to receive waste. At the time of construction of a cell, Council includes the present value of estimated costs to cap and close the cell into the landfill cell. This estimate is offset by the recognition of a provision. This recognition of the capping costs is amortised in line with the consumption of the landfill cell's capacity used in any one year. Unwinding of present values are completed annually to bring values into alignment with present day.

As at 30 June 2018 the value of these assets was:

Total Value (at cost & fair value)	\$8.876M
Accumulated Depreciation	\$6.068M
Carrying Amount	\$2.808M
Annual Depreciation Expense	\$0.623M

4.2 Risk Management Plan

An assessment of risks associated with service delivery from infrastructure assets identifies critical risks to Council. The risk assessment process identifies credible risks, the likelihood of the risk event occurring, the consequences should the event occur, develops a risk rating, evaluates the risk and develops a risk treatment plan for non-acceptable risks.

Table 10 shows a summary of risk assessments undertaken for aspects of Caroline Landfill operations and capital expenditure.

Table 10: Caroline Landfill Risk Assessments

Asset	Method/Description	Responsibility
Current		
Tana Compactor (machinery)	Plant Assessor – in relation to the machine itself does not factor the environment it is operating in	Mechanics
Cell Construction (for individual cells)	Council template – identifies risks for the construction project of an individual cell only	Engineering
Safe Work Method Statements (SWMS)		Operational Staff/WHS

Environmental Management Plan		General Manager City Infrastructure
Improvements		
Overarching Risk Assessment (in particular items not covered by the Landfill Environmental Management Plan)	Needs to address the following risks <ul style="list-style-type: none"> - loss of critical compaction machinery - loss of revenue - succession planning for staff - financial ability/cash flow of Council - legislative changes 	Executives

A formal approach to assessing the overarching risks with Council's Caroline Landfill assets was not complete at the time of writing this Plan. Further iterations of this Plan will contain details on risks, risk ratings, treatments and estimated costs.

4.3 Routine Maintenance Plan

Routine maintenance is the regular on-going work that is necessary to keep assets operating, including instances where portions of the asset fail and need immediate repair to make the asset operational again.

4.3.1 Maintenance Plan

Maintenance includes reactive, planned and cyclic maintenance work activities.

Reactive maintenance is unplanned repair work carried out in response to service requests and management/supervisory directions.

Planned maintenance is repair work that is identified and managed through a maintenance management system (MMS). MMS activities include inspection, assessing the condition against failure/breakdown experience, prioritising, scheduling, actioning the work and reporting what was done to develop a maintenance history and improve maintenance and service delivery performance.

Cyclic maintenance is replacement of higher value components/sub-components of assets that is undertaken on a regular cycle and may include painting, re-roofing, replace occasional window etc.

Assessment and prioritisation of reactive maintenance is undertaken by Council staff using experience and judgement.

Actual past maintenance and operating expenditure is shown in Table 11. Figures presented in this table include employee costs, utilities, equipment and finance costs, but exclude depreciation and building maintenance (building maintenance is included in the Buildings and Structures AM Plan).

Table 11: Actual past maintenance and operating expenditure

Year	\$'000
2016	1,021
2017	1,697
2018	1,668

4.3.2 Standards and Specifications

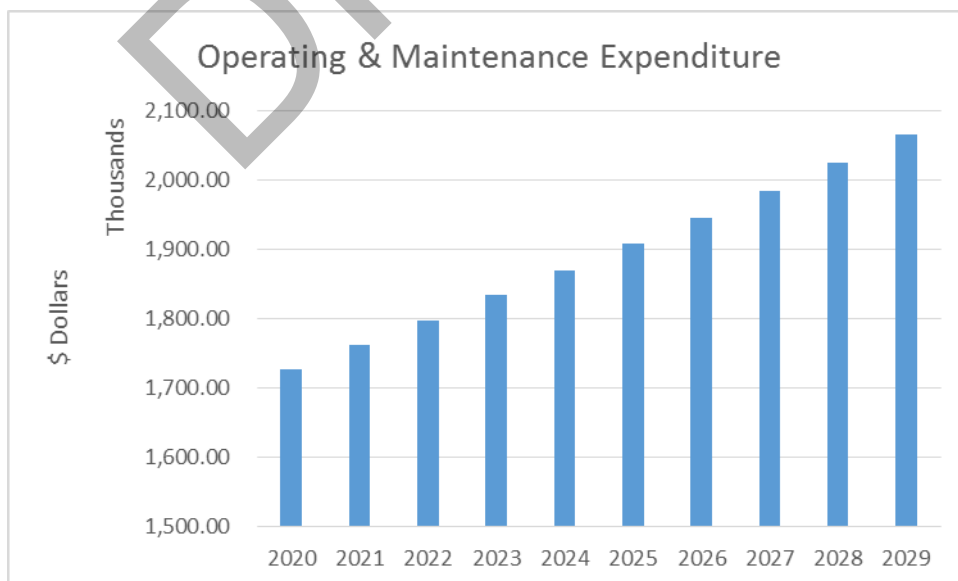
Maintenance work is carried out in accordance with the following Standards and Specifications:

- Current Australian and Industry Standards
- Environmental Guidelines
- Environmental Management Plan
- Work Health Safety Act and Regulations
- Council Standards and Specifications

4.3.3 Summary of Future Maintenance & Operating Expenditures

Future maintenance expenditure is forecast to trend in line with the value of the asset stock as shown in Figure 2. Note that all costs are shown in nominal values.

Figure 2. Maintenance and Operating Expenditure



4.4 Renewal / Replacement Plan

Renewal expenditure is major work which does not increase the asset's design capacity but restores, rehabilitates, replaces or renews an existing asset to its original service potential. Work over and above restoring an asset to original service potential is upgrade/expansion or new works expenditure.

4.4.1 Renewal Plan

Assets requiring renewal are identified from one of three methods:

Method 1 uses Asset Register data to project the renewal costs using acquisition year and useful life to determine the renewal year

Method 2 uses capital renewal expenditure projections from external condition/usage modelling systems

Method 3 uses a combination of average network renewals plus defect repairs.

Method 2 was used for this Plan using in-house engineering construction plans and modelling.

Renewal will be undertaken using 'low-cost' renewal methods where practical. The aim of 'low-cost' renewals is to restore the service potential or future economic benefits of the asset by renewing the assets at a cost less than replacement cost.

4.4.2 Renewal Standards

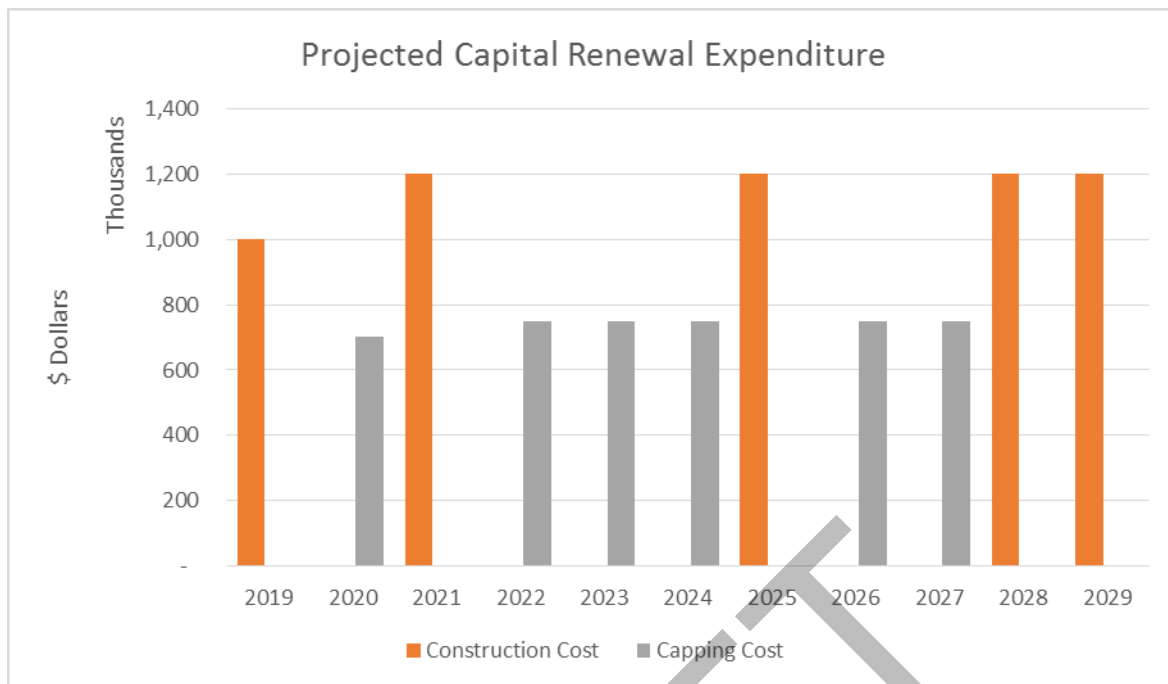
Renewal work is carried out in accordance with the following Standards and Specifications:

- Current Australian and Industry Standards
- Environmental Guidelines
- Work Health Safety Act and Regulations
- Best Industry Practice Standards
- Planning and scheduling renewal projects to meet defined service levels in the most efficient and effective manner.

4.4.3 Summary of Future Renewal Expenditure

Projected future renewal expenditures are forecast to increase over time as the cost of contractors, materials and employees increases. The costs are summarised in Figure 3. Note that all costs are shown in real dollar values.

Figure 3: Projected Capital Renewal Expenditure



Deferred renewal, i.e. those assets identified for renewal and not scheduled for renewal in capital works programs are to be included in the risk assessment process in Council's Risk Management Plan. Renewal and replacement expenditures in Council's capital works program will be accommodated in Council's LTFFP.

Renewals are to be funded from Council's capital works program and grants where available.

4.5 Creation / Acquisition / Upgrade Plan

New works are those works that create a new asset that did not previously exist, or works which upgrade or improve an existing asset beyond its existing capacity. They may result from growth, social or environmental needs. Assets may also be acquired at no cost to the Council from land development. These assets from growth are considered in Section 4.4.

4.5.1 Selection Criteria

New assets and upgrade/expansion of existing assets are identified from various sources such as community requests, Councillor/Executive requests, proposals identified by strategic plans or partnerships with other organisations. Candidate proposals are investigated to verify need and to develop a preliminary renewal estimate. Verified proposals are ranked by priority and available funds and scheduled in future works programs. Council ultimately makes the decision on priority ranking of new assets based on this information.

At the time of writing this plan, no priority ranking standards had been documented by Council. Future iterations of this plan will incorporate such agreed standards.

4.5.2 Summary of Future Upgrade / New Assets Expenditure

New assets and services are to be funded from Council's capital works program and grants where available. This is further discussed in Section 5.

4.6 Disposal Plan

There are no assets identified for possible decommissioning and disposal at the time of writing this plan. Due to the unique nature of Landfill Cells the purpose of their construction is to provide airspace capacity to entomb waste. Once the airspace capacity of the cell has been consumed, the Landfill cell has no net fair value and therefore no requirement for disposal.

5. FINANCIAL SUMMARY

This section contains the financial requirements resulting from all the information presented in the previous sections of this AMP. The financial projections will be improved as further information becomes available on desired levels of service and current and projected future asset performance.

5.1 Financial Statements and Projections

The financial projections are shown in Table 12 for planned operating (operations and maintenance) and capital expenditure (renewal and upgrade/expansion/new assets).

Note that all costs are shown in nominal dollar values.

Table 12: Projected and Planned Renewals and Expenditure Gap

Year	Projected Renewals \$'000	Planned Renewals \$'000	Renewal Funding Gap \$'000	Cumulative Gap \$'000
2019	895	1,000	105	105
2020	895	700	-195	-90
2021	692	1,224	532	442
2022	692	780	88	530
2023	692	796	104	634
2024	692	812	120	754
2025	713	1,325	612	1,366
2026	713	845	132	1,498
2027	713	861	148	1,646
2028	750	1,406	656	2,302
2029	765	1,434	669	2,971

Providing services in a sustainable manner will require matching of projected asset renewals to meet agreed service levels with planned capital works programs and available revenue.

A gap between projected asset renewal expenditure and actual (planned) expenditure indicates that further work is required to manage required service levels and future planned expenditure funding needs to eliminate any funding gap.

Council will need to manage the 'gap' by developing this AMP to provide guidance on future service levels and resources required to provide these services, and to ensure that the gap closes to a controllable level.

5.1.1 Sustainability of Service Delivery

There are two key indicators for financial sustainability that have been considered in the analysis of the services provided by this asset category, these being long term life cycle costs and medium term costs over the 10 year financial planning period.

Long term - Life Cycle Cost

Life cycle costs (or whole of life costs) are the average costs that are required to sustain the service levels over the longest asset life. Life cycle costs include maintenance and asset consumption (depreciation expense). The landfill annual life cycle cost for the services covered in Part 2 of this AMP is \$2.623 million.

Life cycle costs can be compared to life cycle expenditure to give an indicator of sustainability in service provision. Life cycle expenditure includes maintenance plus capital renewal expenditure. Life cycle expenditure will vary depending on the timing of asset renewals. The life cycle expenditure at the start of the plan (2019 budget) is \$2.589 million.

A gap between life cycle costs and life cycle expenditure gives an indication as to whether present consumers are paying their share of the assets they are consuming each year. The purpose of this AMP is to identify levels of service that the community needs and can afford and develop the necessary long term financial plans to provide the service in a sustainable manner.

Medium term – 10 Year Financial Planning Period

This AMP identifies the estimated maintenance and capital expenditures required to provide an agreed level of service to the community over a 20 year period for input into a 10 year financial plan and funding plan to provide the service in a sustainable manner.

This may be compared to existing or planned expenditures in the 20 year period to identify any gap. In a core AMP, a gap is generally due to increasing asset renewals or underfunding of capital renewal programs.

5.2 Funding Strategy

Projected expenditure identified in Section 6.1 is to be funded from Council's operating and capital budgets. The funding strategy is detailed in the Council's Long Term Financial Plan.

5.3 Valuation Forecasts

Asset values are forecast to increase as additional assets are added to the asset stock from construction and acquisition by Council. Depreciation expense values are forecast in line with estimated capacity of use.

The depreciated replacement cost (current replacement cost less accumulated depreciation) will vary over the forecast period depending on the consumption and renewal of existing assets.

5.4 Key Assumptions made in Financial Forecasts

This section details the key assumptions made in presenting the information contained in this AMP and in preparing forecasts of required operating and capital expenditure and asset values. It is presented to enable readers to gain an understanding of the levels of confidence in the data behind the financial forecasts.

Key assumptions made in this AMP are:

- Units of Production method of depreciation which results in a charge based on the expected use or output of the asset. In the case of the Caroline Landfill, it refers to the expected use of airspace.
- The construction of a new cell is considered renewal expenditure as Council is renewing its capacity to receive waste and operate.
- Dollars are in real terms and no indexation has been applied.
- This AMP was put together based on the information at hand at the time of preparing the Plan. As asset information is updated and more accurate information becomes available, the AMP will become more accurate.

Accuracy of future financial forecasts may be improved in future revisions of this AMP by the following actions:

- Full cost attribution on future works programs through more sophisticated accounting measures.
- Improved data collection and assessment of assets and recording of this data in AIM program through centralised asset management and data analysis.

5.5 Systems and Monitoring

5.5.1 Accounting and financial systems

Council uses Civica Authority as its accounting and financial system. This system integrates with Council's asset management system another module of the Civica Authority suite.

The Australian Accounting Standards provide the benchmark against which Council reports on asset accounting. Council's current capitalisation threshold is \$5,000.

The link between asset management and the financial system includes:

- The assumed works programs and trends
- The resulting budget, valuation and depreciation projections
- Useful life analysis (including renewal projections)
- Inputs to Council's LTFFP and ABP&B.

5.5.2 Required changes to accounting financial systems arising from this AM Plan

Changes to accounting and financial systems identified as a result of preparation of this IAMP are:

- Classification of capital expenditure as renewal and upgrade/new
- Development of a single corporate asset register
- Improved forecasting and development of unit rates.

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City of Mount Gambier Community Plan – The Futures Paper 2016-2020

City of Mount Gambier Annual Report and Budget

DVC, 2006, 'Asset Investment Guidelines', 'Glossary', Department for Victorian Communities, Local Government Victoria, Melbourne

IPWEA, 2006, 'International Infrastructure Management Manual', Institute of Public Works Engineering Australia, Sydney, www.ipwea.org.au

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APPENDICES

Appendix A Caroline Landfill – Future Cell Construction & Capping Plan 2020-2029

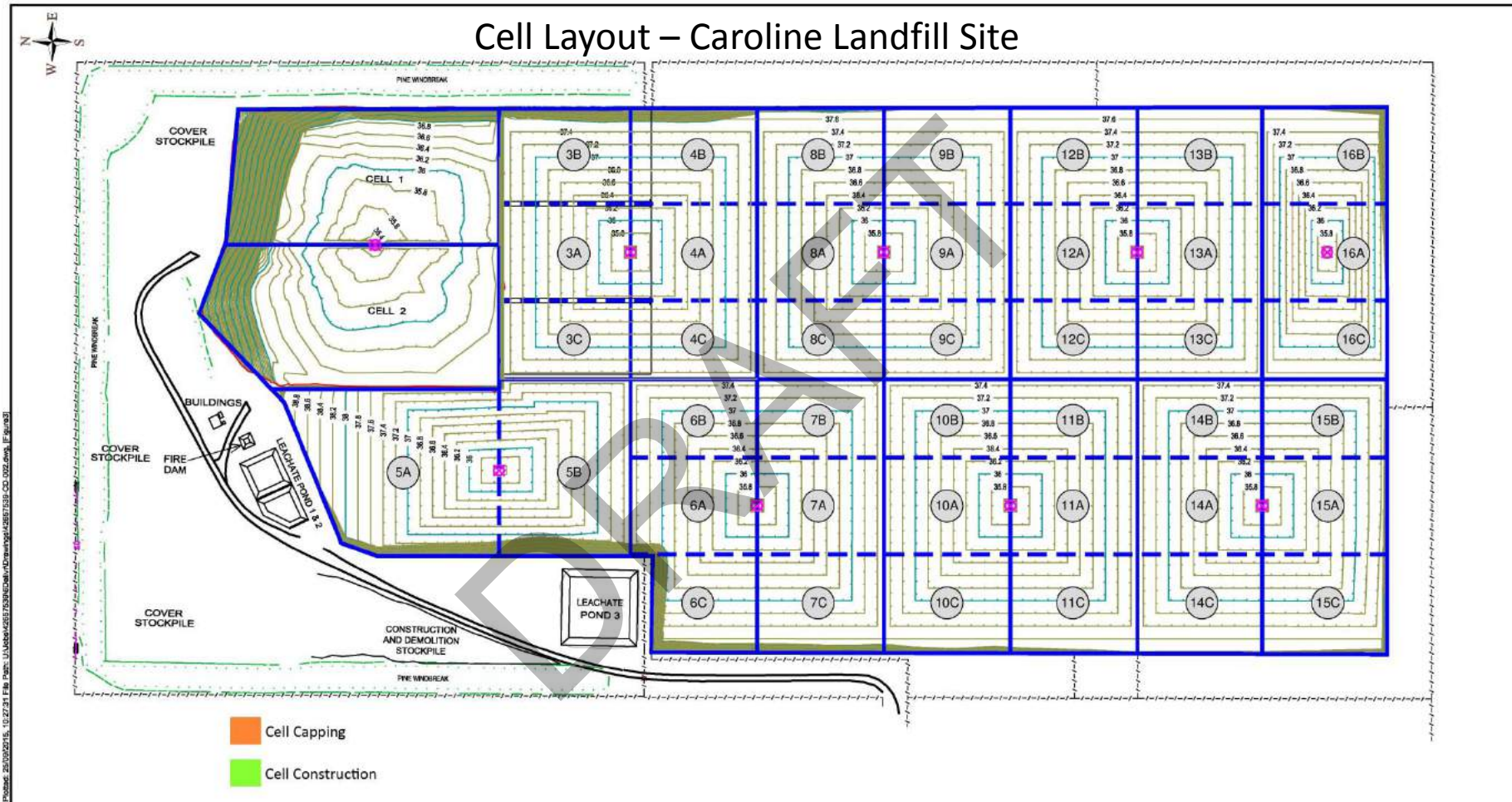
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CAROLINE LANDFILL – FUTURE CELL CONSTRUCTION & CAPPING PLAN 2020 - 2029



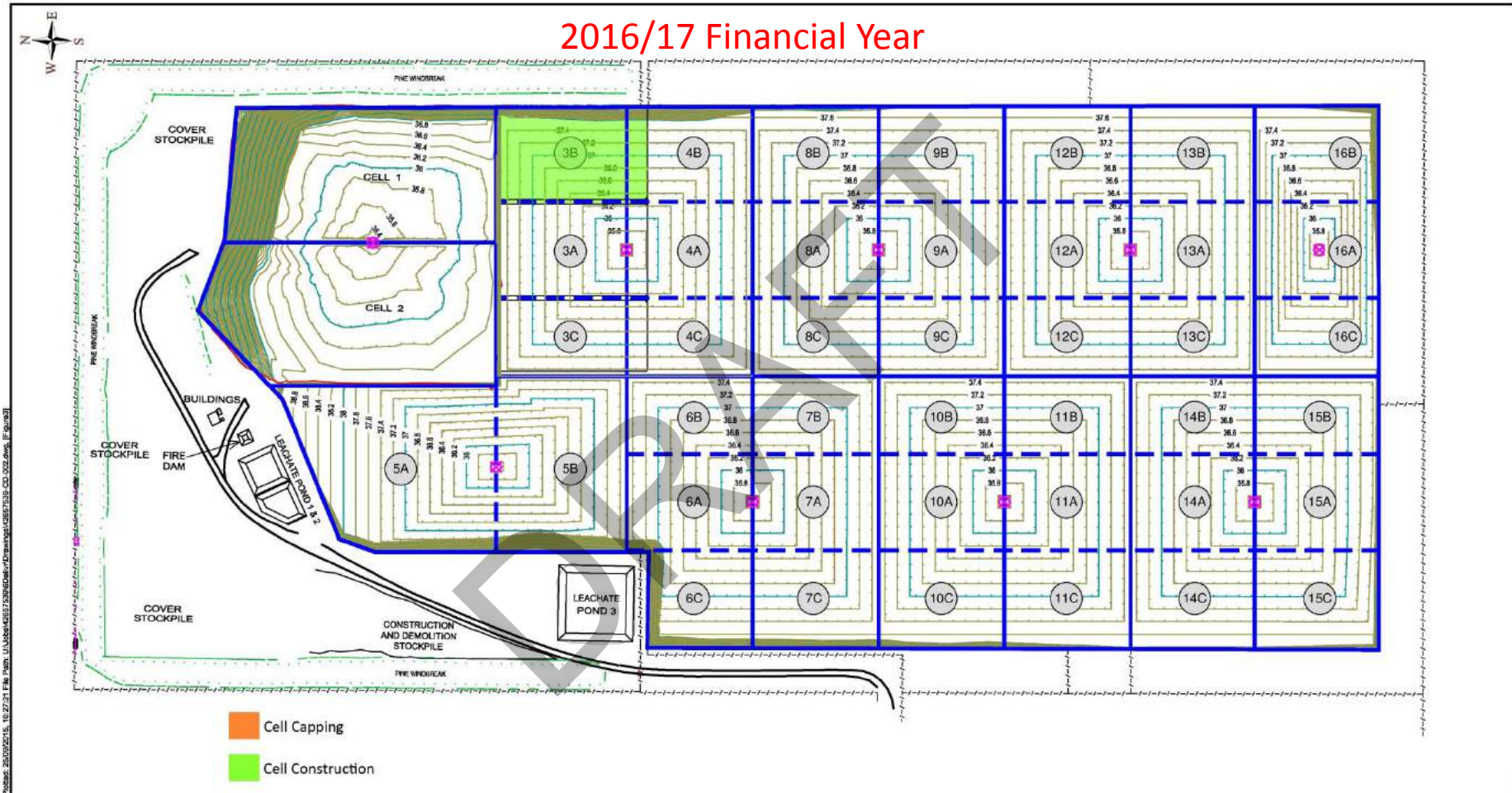
Updated 19/2/2019

Cell Layout – Caroline Landfill Site



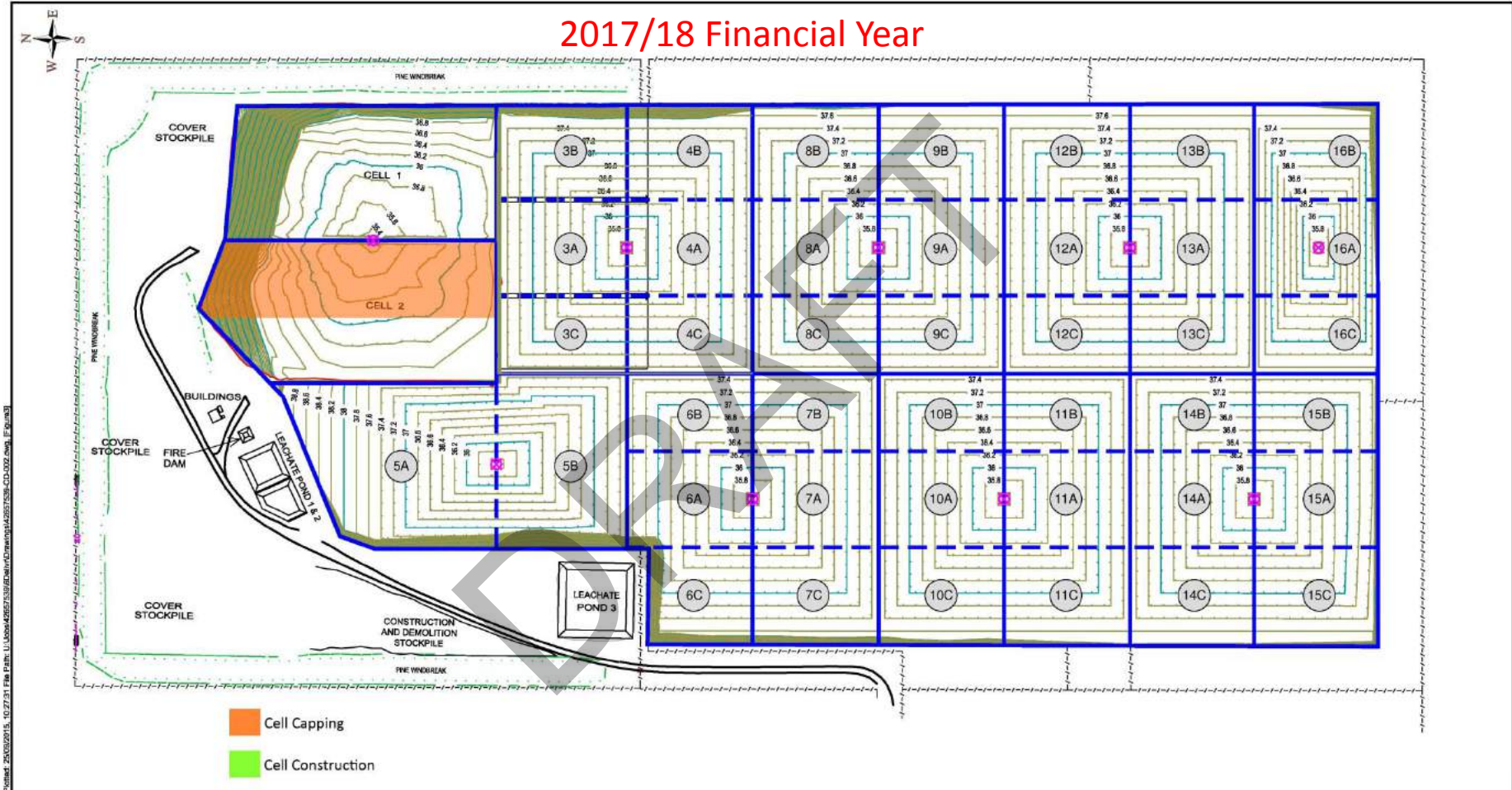
Project: 201902015_102791 File Path: U:\MS\4281730\DWG\Drawings\4281730_CO_022.dwg, E:\gms3

2016/17 Financial Year



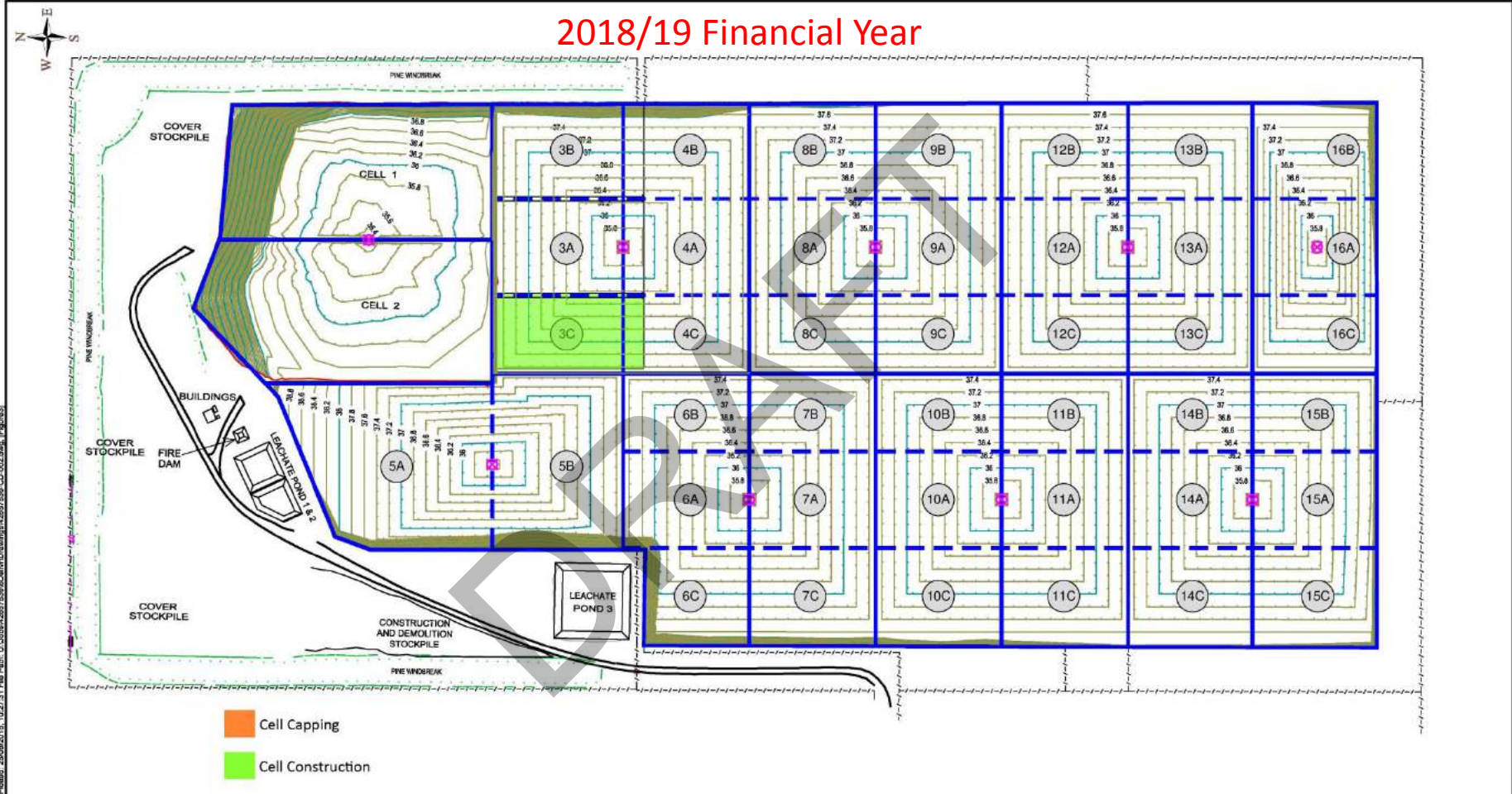
\$720,000

2017/18 Financial Year



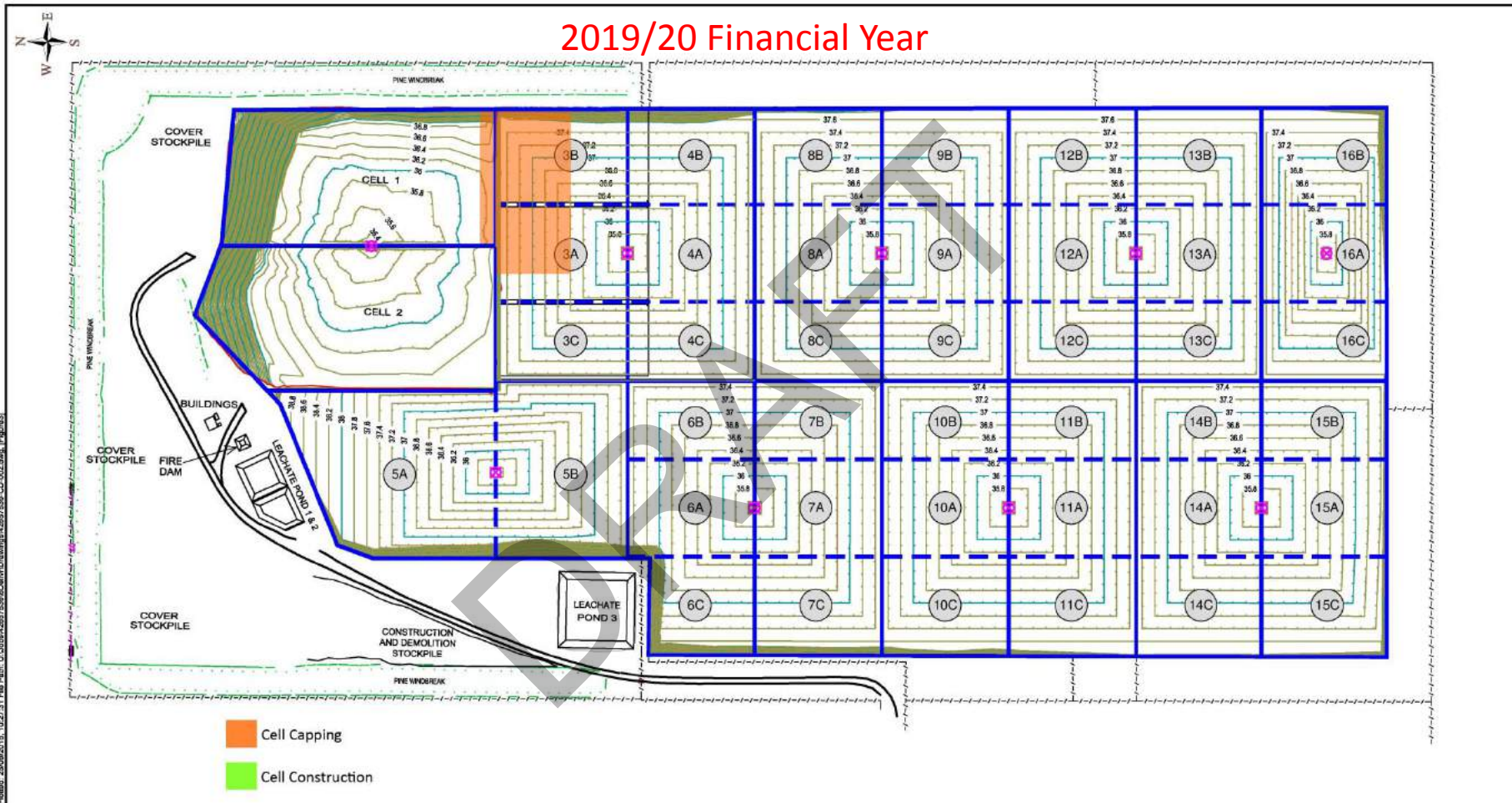
\$1,000,000

2018/19 Financial Year



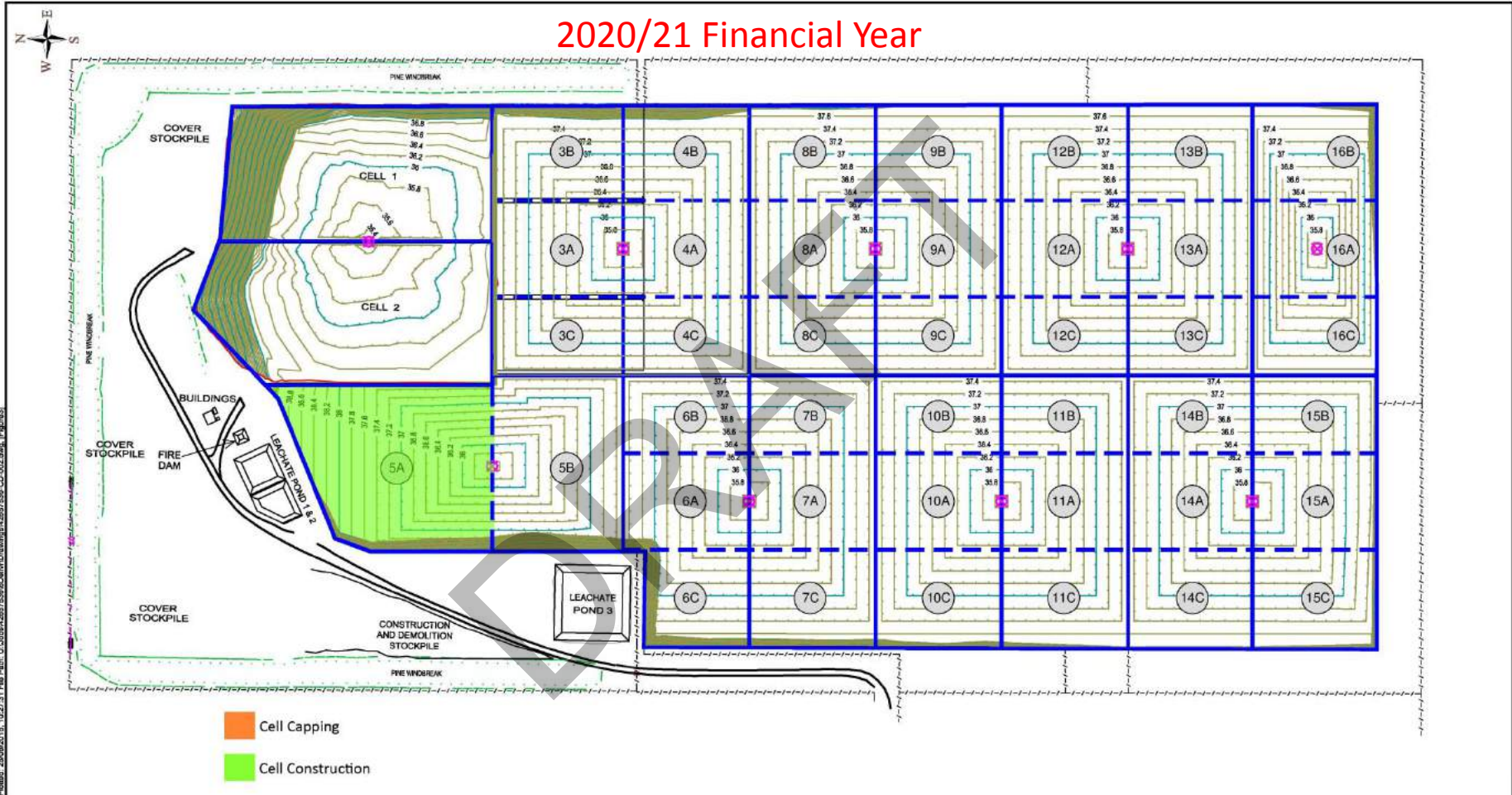
\$1,000,000

2019/20 Financial Year



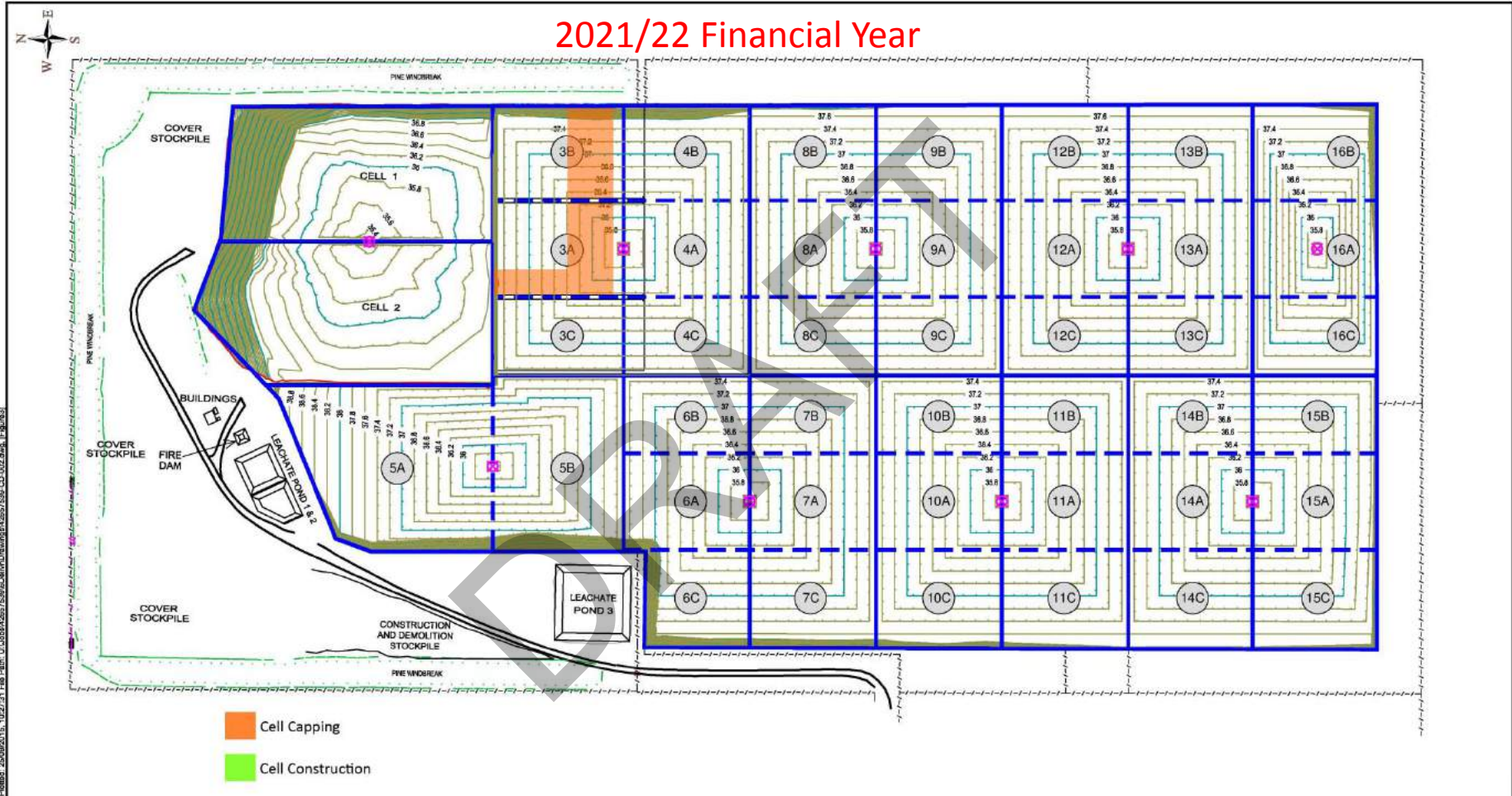
\$700,000

2020/21 Financial Year



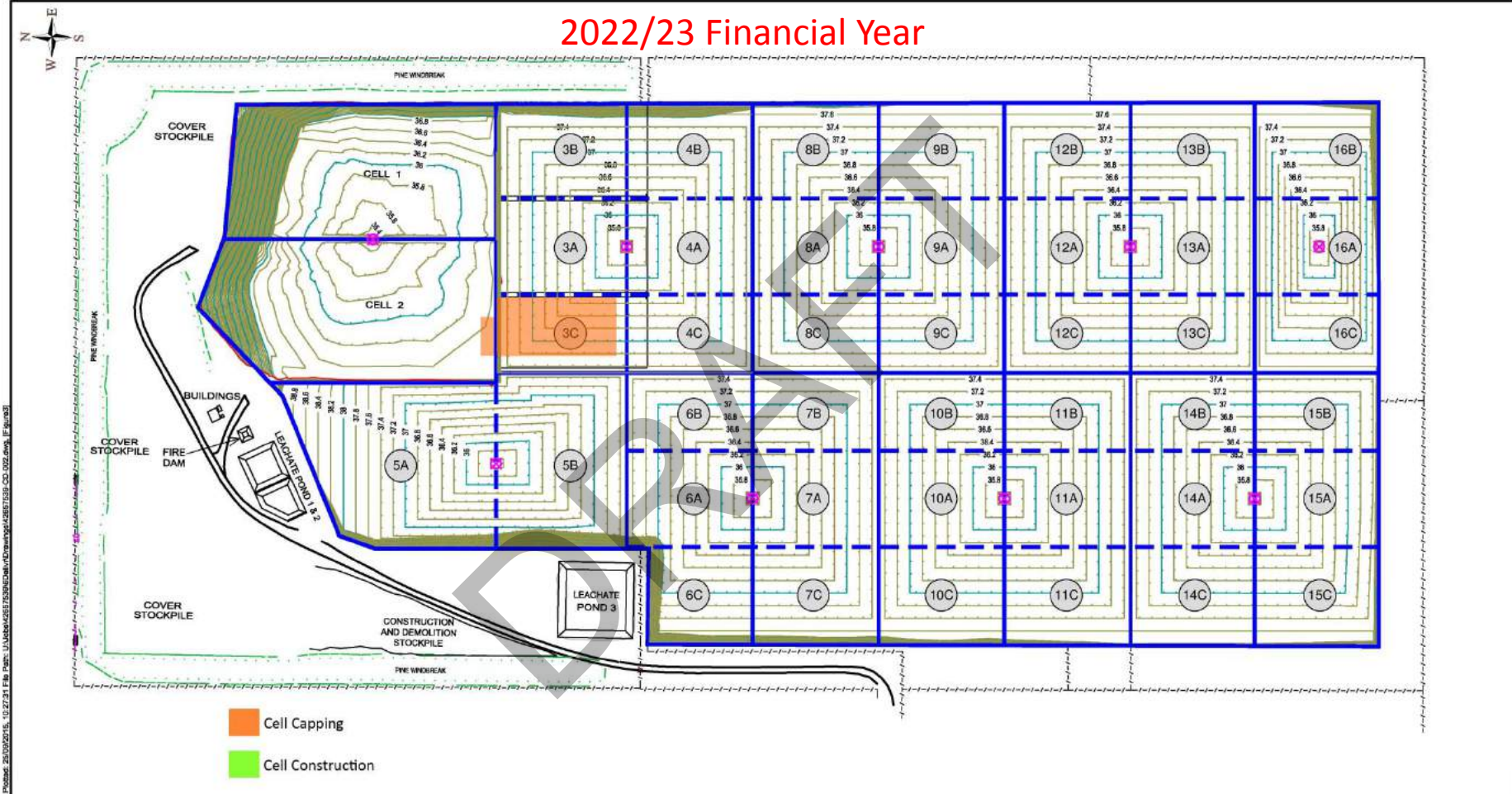
\$1,200,000

2021/22 Financial Year



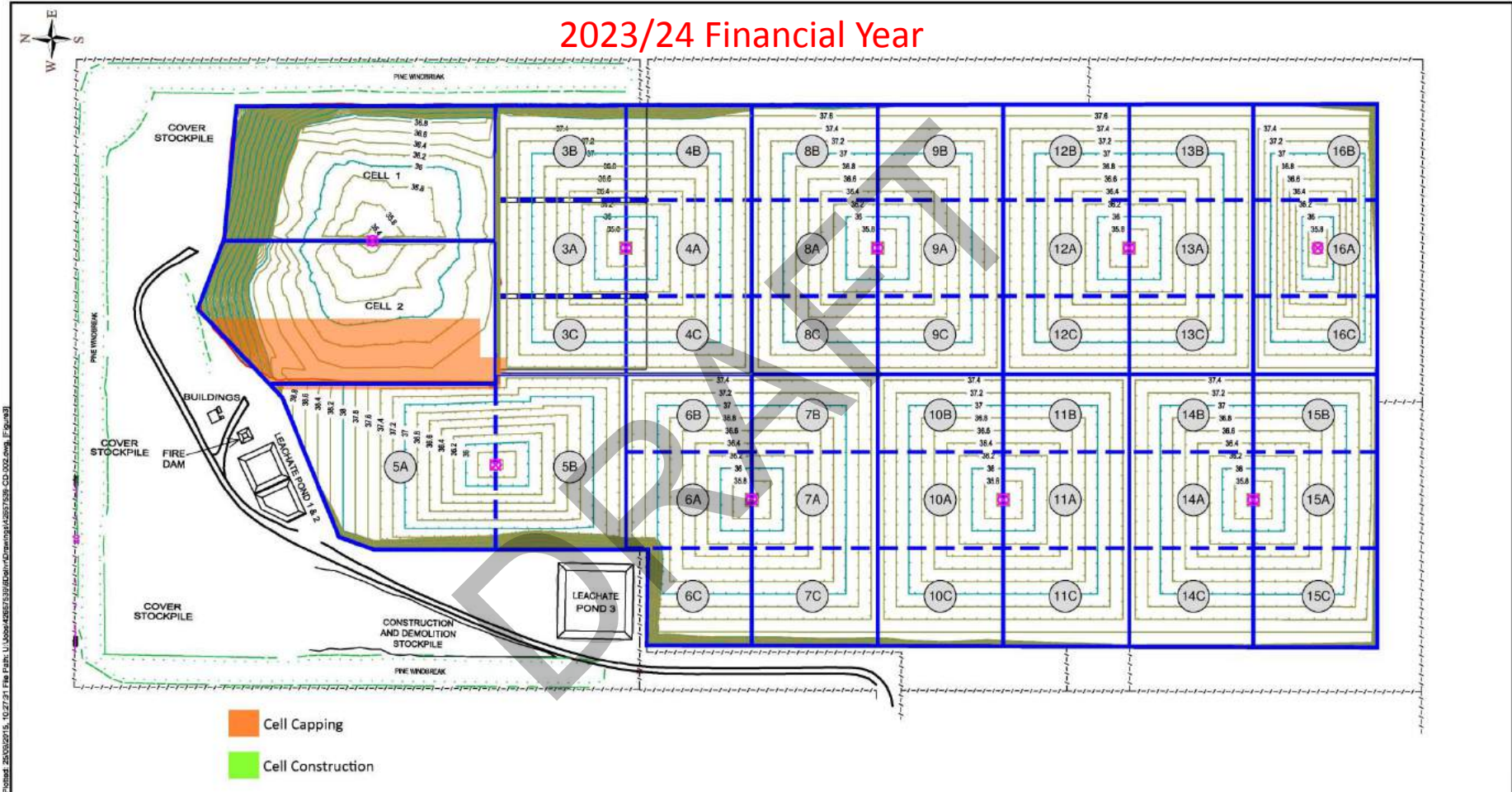
\$750,000

2022/23 Financial Year



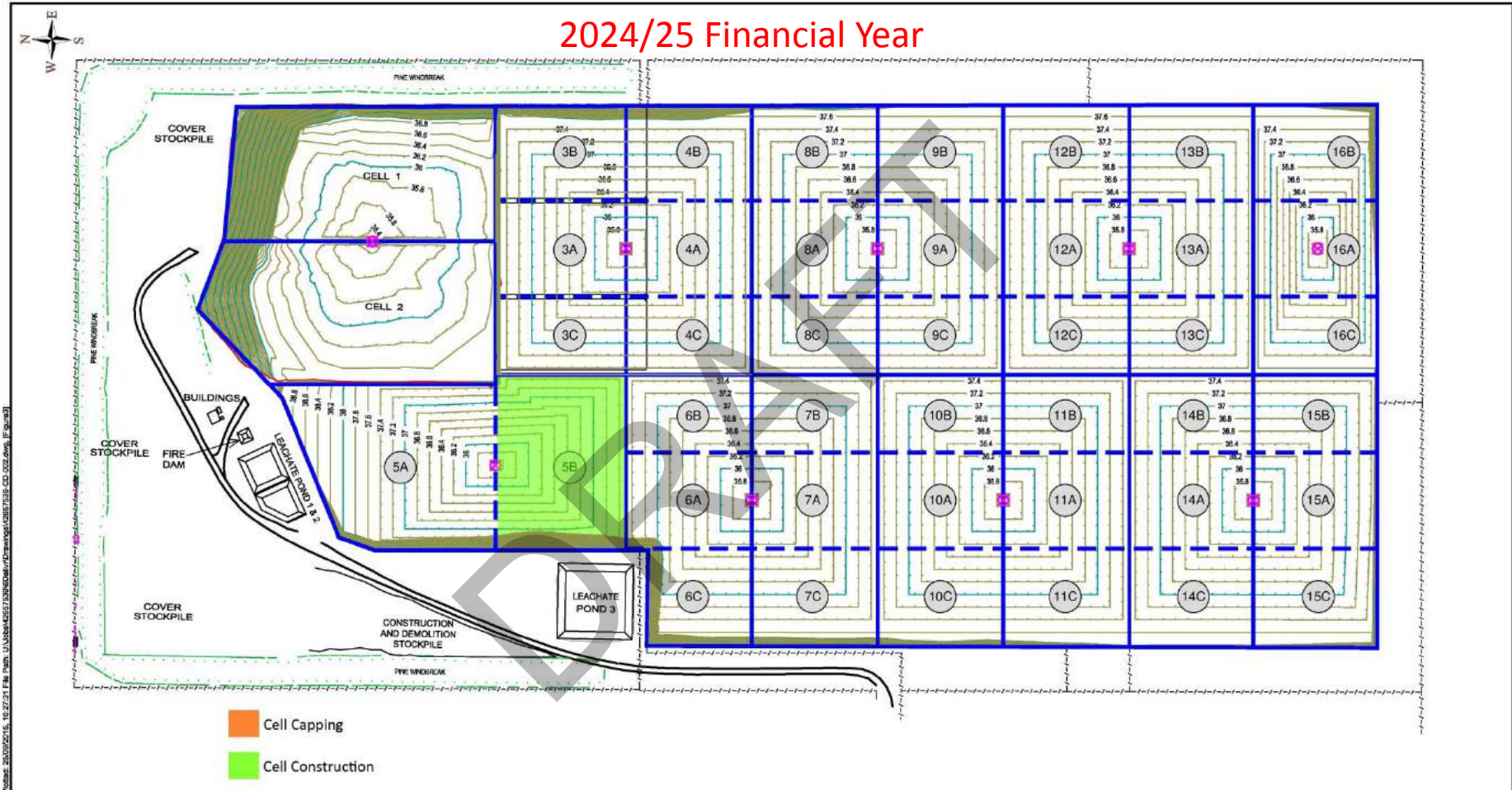
\$750,000

2023/24 Financial Year



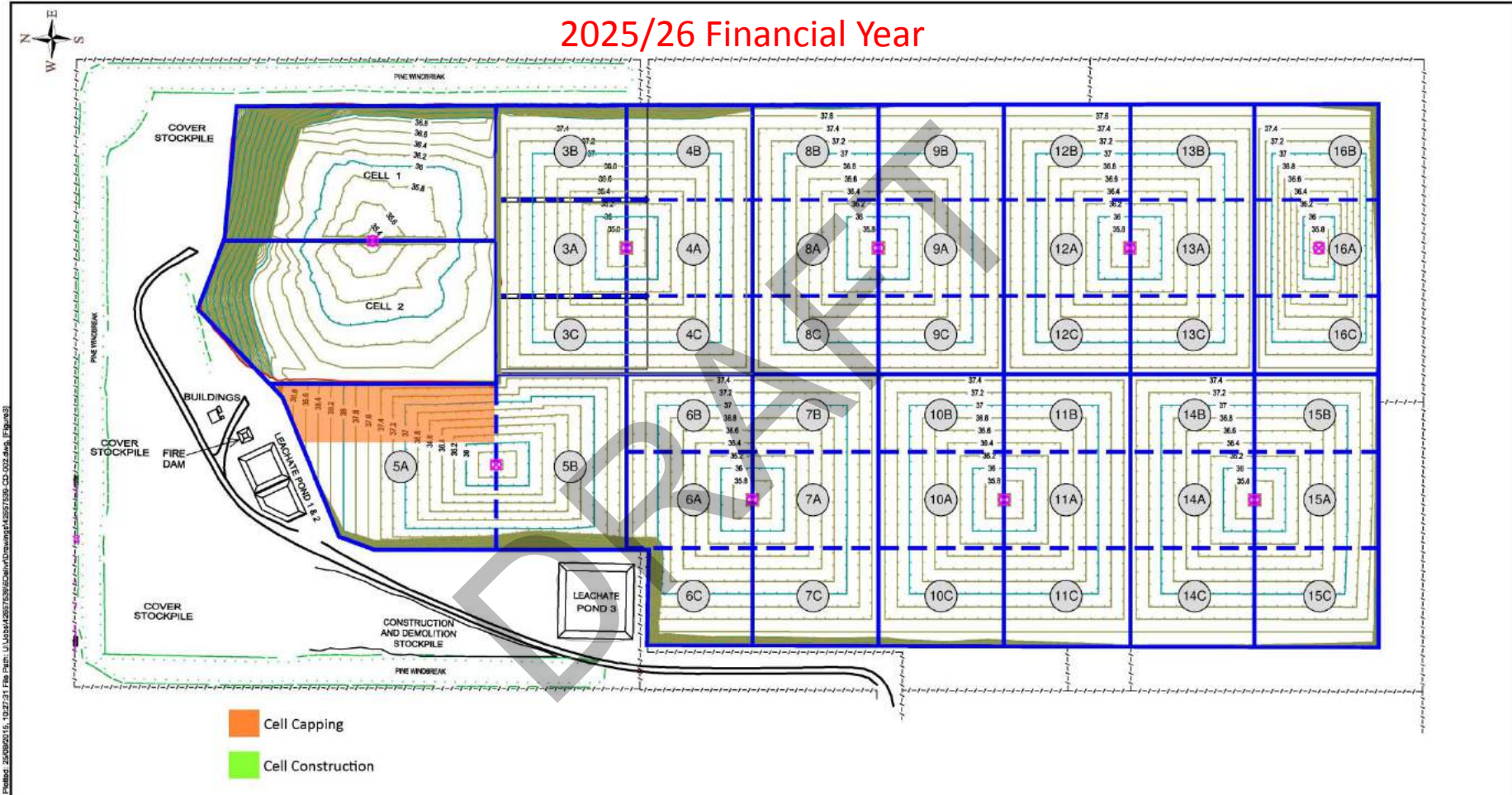
\$750,000

2024/25 Financial Year



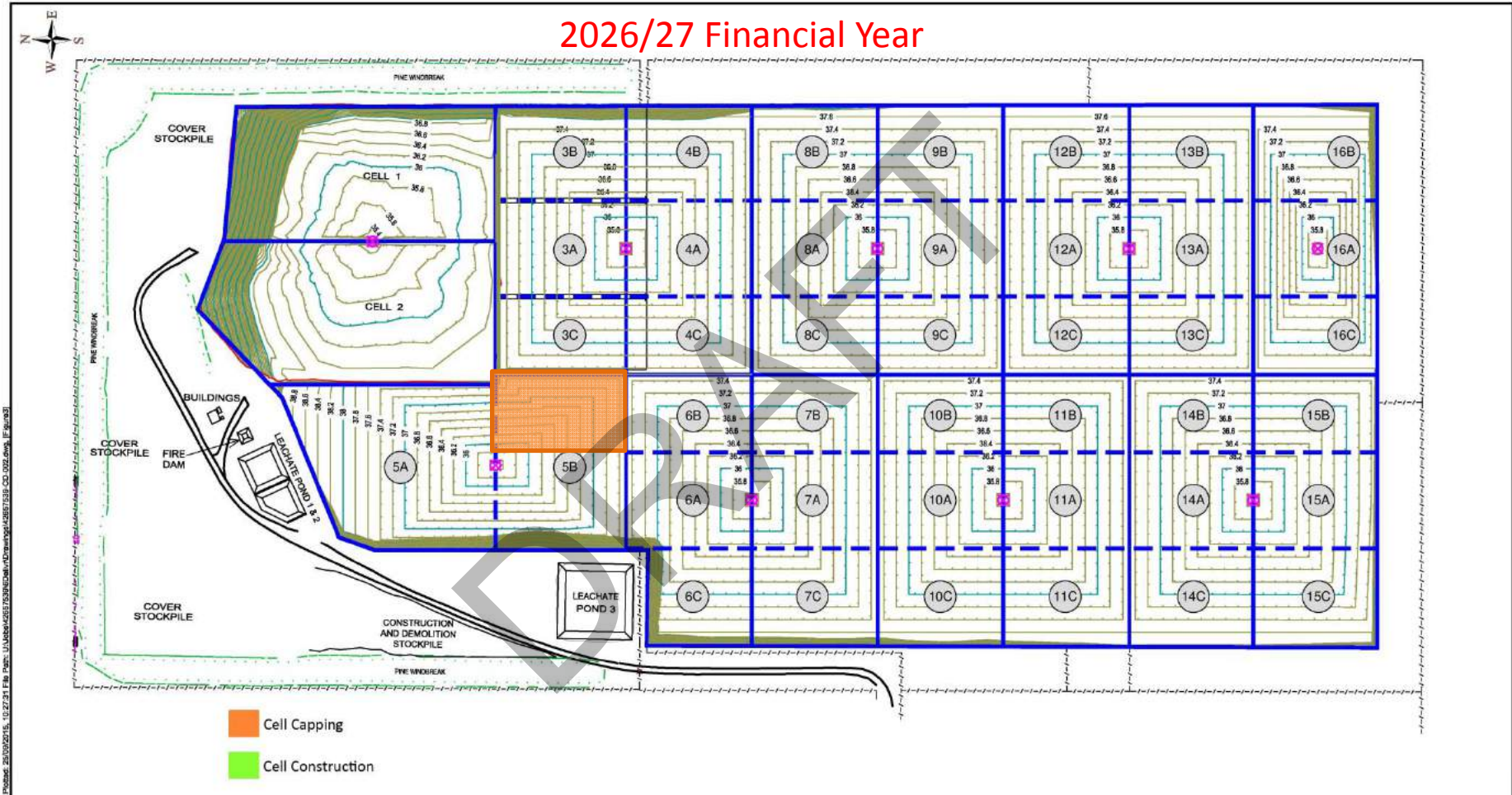
\$1,200,000

2025/26 Financial Year



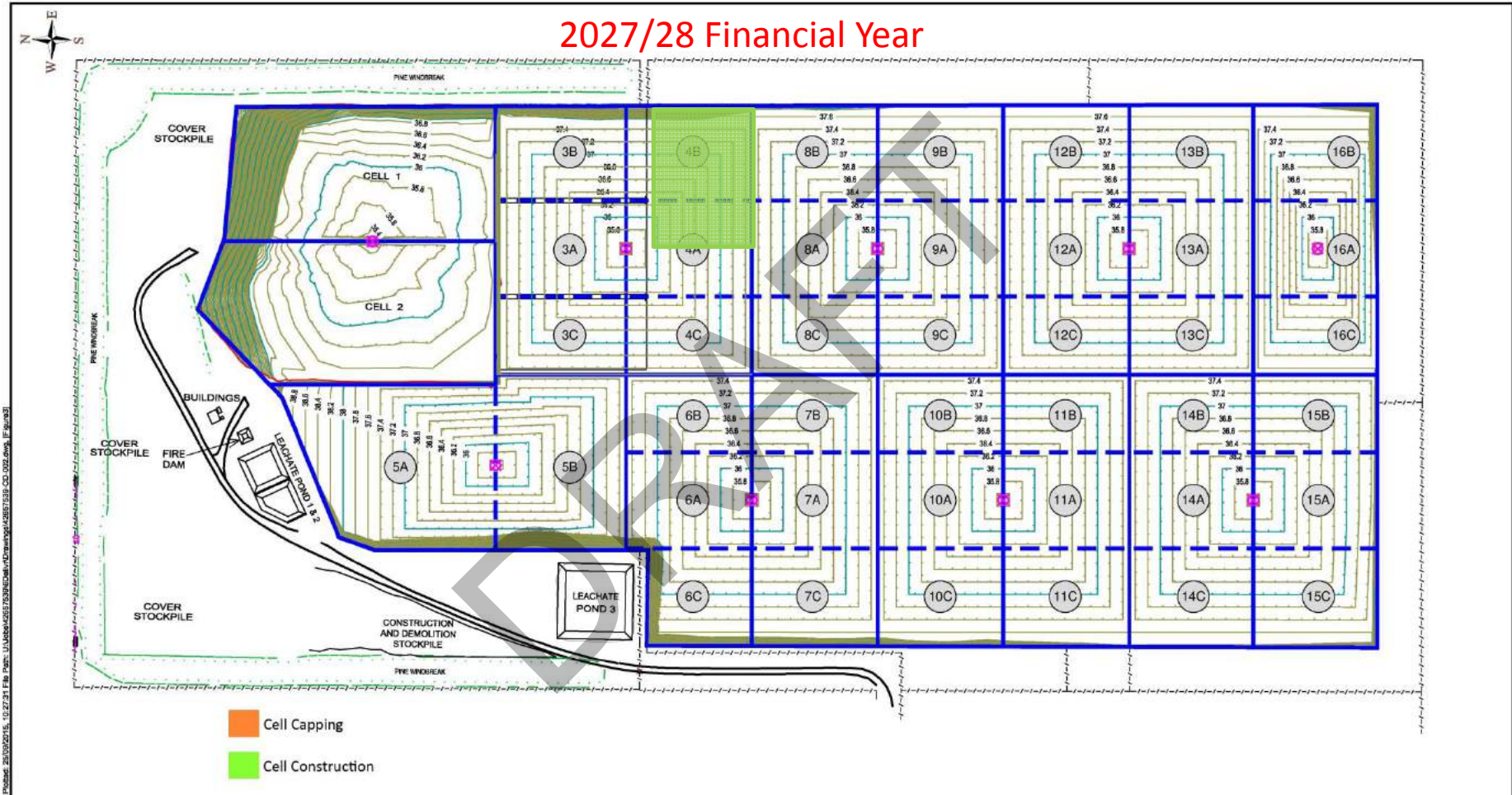
\$750,000

2026/27 Financial Year



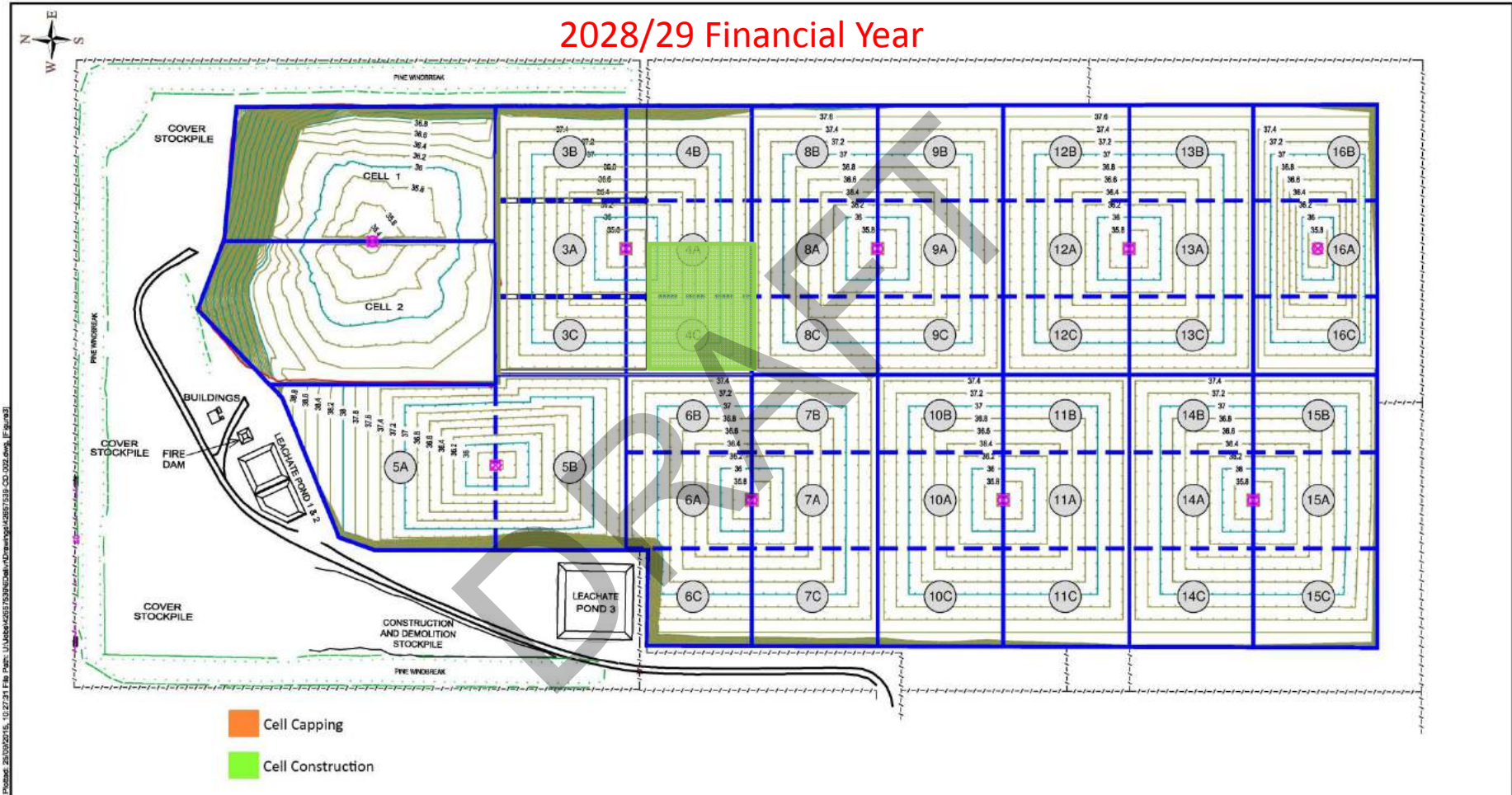
\$750,000

2027/28 Financial Year



\$1,200,000

2028/29 Financial Year



\$1,200,000

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City of
Mount Gambier



Information Technology and Systems Asset Management Plan

2020/2029

March 2019

Document Control



Document ID: AR19/7157 City of Mount Gambier Asset Management Plan – Information Technology and Systems

Rev No	Date	Revision Details	Author	Reviewer	Approver
1	March 2019	Creation of separate Asset Management Plan for Information Technology and Systems	KR	PL	NS

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ABBREVIATIONS

ABP&B	Annual Business Plan and Budget
AMP	Asset Management Plan
IT	Information Technology
LTFP	Council's Long Term Financial Plan
MMS	Maintenance Management System

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INFORMATION TECHNOLOGY (IT) ASSETS

1. INTRODUCTION

1.1 Background

The IT Asset Management Plan is to be read in conjunction with Council's Asset Management Policy, Asset Management Strategy and the following associated planning documents:

- Community Plan
- Long Term Financial Plan (LTFP)
- Annual Business Plan and Budget (ABP&B)
- i-Services Strategy and Roadmap
- IT Hardware and Software Registers.

The IT asset categories covered by this Asset Management Plan are shown in Table 1.

Table 1: IT Asset Categories

Asset Category	Quantity Owned	Quantity Leased
IT Hardware and Equipment		
Computers, Monitors & Desktops	86	252
Printers, Scanners, Copiers	21	1
Mobile & Tablet Devices	80	20
Other Equipment (Audio/Visual)	15	3
Servers (including IT disaster recovery)	14	4
Software		
Council-Wide	20	-
Technical/Specialised	30	-

*Information derived from IT Hardware and Software Registers

1.2 Assumptions

This IT Asset Management Plan is based on current service levels.

It is assumed that the current financing approach will continue; therefore where assets are currently leased, this plan assumes they will continue to be leased.

Key stakeholders in the preparation and implementation of this Asset Management Plan are shown in Table 2.

Table 2: Key Stakeholders

Key Stakeholder	Role in AM Plan
Councillors	<ul style="list-style-type: none"> • Represent needs of the community and stakeholders • Set targeted sustainability ratios • Adopt Asset Management Plan • Annual budget approvals
Executives	<ul style="list-style-type: none"> • Portfolio sponsor • Prepare annual budget
Customers	<ul style="list-style-type: none"> • End users of service/assets
Insurers and Lessors	<ul style="list-style-type: none"> • Partner with Council to mutually cover risk exposure • Partner with Council to provide alternate financial solutions
i-Services Business Unit	<ul style="list-style-type: none"> • Plan and facilitate asset acquisition, renewal, upgrade and disposal in accordance with this plan • Establish service levels • Mitigate risk exposure • Monitor assets (including condition) • Coordinate planned and reactive maintenance with Council staff
Strategic Finance & Accountability Business Unit Finance Business Unit	<ul style="list-style-type: none"> • Council's LTFP • Asset valuation and depreciation • Procurement facilitation

1.3 Goals and Objectives of Asset Management

The Council exists to provide services to its community. Many of these services are supported by IT assets. Council has acquired IT assets by purchase, donation and operating lease.

Council's goal in managing IT assets is to meet the agreed level of service (as amended from time to time) in the most cost effective manner for present and future consumers. The key elements of IT asset management are:

- Taking a life cycle approach to developing cost-effective management strategies for the long term
- Providing a defined level of service and monitoring performance in line with stakeholder needs
- Managing risks associated with asset failures and disasters
- Continuous improvement in asset management practices.¹

¹ IIMM 2006 Sec 1.1.3, p 1.3

This Asset Management Plan is prepared under the direction of Council’s Community Plan which represents the vision, aspirations and priorities of the community now and into the future.

Our Vision is: **An inclusive city where people lead fulfilling lives.**

The objectives contained within the Community Plan fall under four key themes:

Our People	A safe, inclusive city where access to quality services and facilities supports a socially connected, vibrant and healthy community
Our Location	A perfectly centered place where people aspire to live, work, visit and invest
Our Diverse Economy	A diversified, innovative and resilient economy that generates jobs and services
Our Climate, Natural Resources, Arts, Culture and Heritage	A culturally-inspired city that strives to minimise its ecological footprint.

A ‘top down’ approach has been used where analysis is applied at the system or network level to meet minimum legislative and organisational requirements for sustainable service delivery and long term financial planning and reporting.

Future versions of the AM Plan will move towards ‘advanced’ asset management using a ‘bottom up’ approach for gathering information about individual assets.

Council’s IT Assets contain items that service the community directly, through the provision of

- Wi-Fi to selected public areas
- Online information via our website
- Access to computers and printing facilities via our Library and other Council Facilities
- Design editing suites and virtual reality experiences via our Main Corner and Riddoch Art Gallery Facilities

And indirectly by providing technology solutions to staff who use this as a tool to provide a range of services to the community.

This plan is prepared to facilitate community consultation and in line with section 122(6) and 122(7) of the Local Government Act the draft plan is made available to the public at our principal office for feedback.

Future revisions may include greater community consultation on service levels and costs of provision to assist Council and the community in balancing the level of service needed and/or desired with the community’s ability and willingness to pay for the service(s).

1.4 Plan Framework

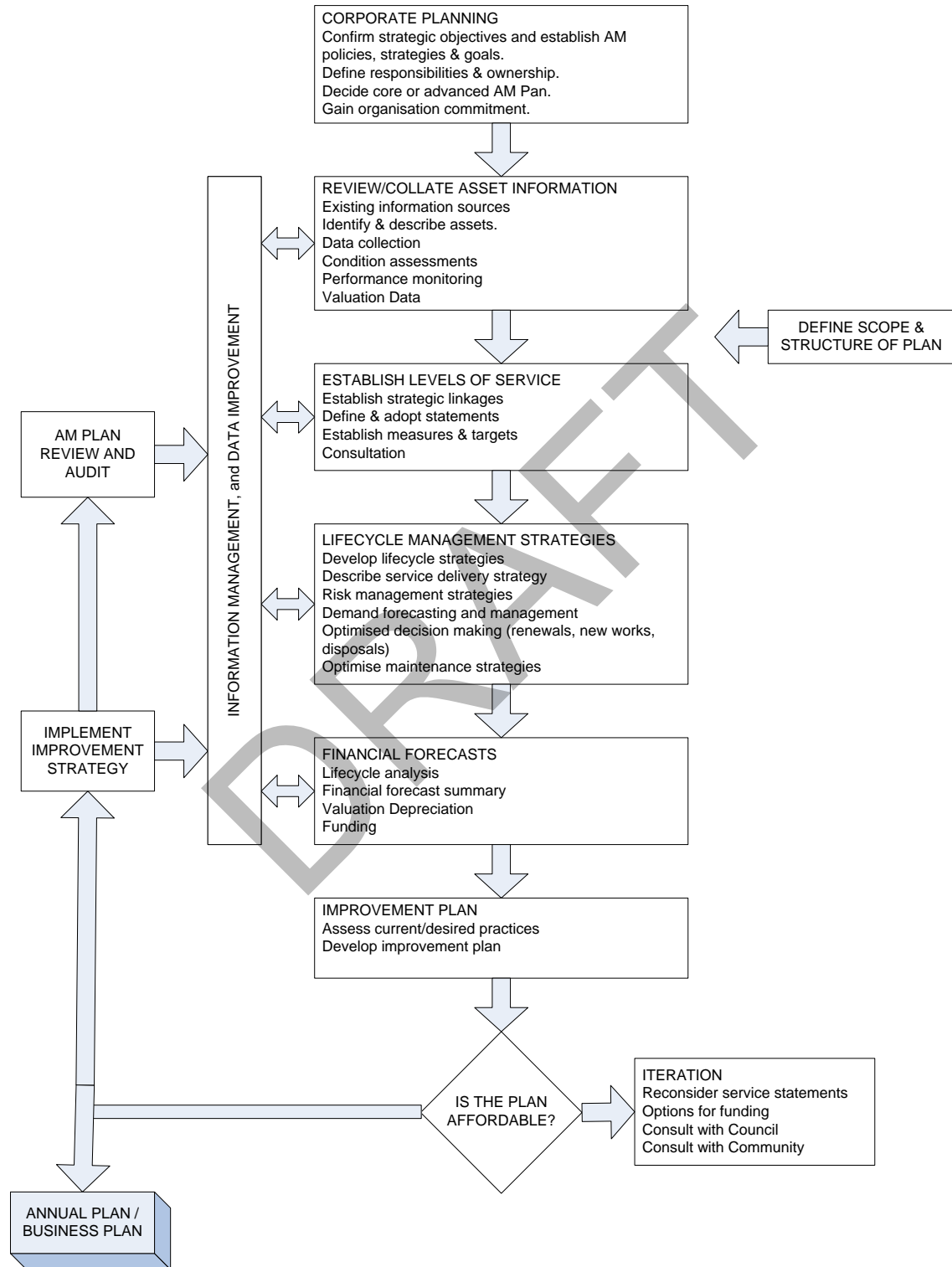
Key elements of the Plan are

- Levels of service – specifies the services and levels of service to be provided by Council
- Future demand – how this will impact on future service delivery and how demand will be met
- Life cycle management – how Council will manage its existing and future assets to provide the defined levels of service
- Financial summary – what funds are required to provide the required services
- Asset management practices
- Monitoring – how the Plan will be monitored to ensure it is meeting Council’s objectives
- Asset management improvement planning.

A road map for preparing an AMP is shown below.

Figure 1: Road Map for preparing an Asset Management Plan

Source: IIMM Fig 1.5.1, p 1.11



2. LEVELS OF SERVICE

2.1 Legislative Requirements

Council has to meet many legislative requirements including Australian and State legislation and State regulations. These include:

Table 3: Legislative Requirements

Legislation	Requirement
Local Government Act, 2009	Sets out role, purpose, responsibilities and powers of local governments including the preparation of a long term financial plan supported by Infrastructure and Asset Management Plans for sustainable service delivery.
State Records Act, 1997	Set out responsibilities and requirement in relation to the management of Council records.
Work Health and Safety Act, 2012	Sets out roles and responsibilities to secure the health, safety and welfare of persons at work

2.2 Current Levels of Service

There are three aspects to service level in relation to IT management:

- Appropriate facilities (hardware and software) provided to users, replacement of which is usually cyclical in nature and determined by age and technology development rather than deterioration of the asset.
- Integrity of systems, monitoring and maintenance of network security and implementation of disaster recovery measures to ensure that facilities remain operational to meet service levels. Mitigating the risk associated with the loss of functionality from IT assets, including disaster recovery.
- Resolution of user problems, recording and monitoring of reactive IT maintenance and optimising customer service levels.

Table 4 sets out Council's current service standards.

Table 4: Current Service Standards

Responsiveness	Definition	Target for Completion
Priority 1 – Critical Impact	Affects all or large groups of users, or mission critical systems	< 24 hours
Priority 2 – High Impact	Affects multiple users or prevents multiple users from performing their work	< 48 hours, or dependent on external service provider
Priority 3 – Moderate Impact	Affects fewer than 5 users with workarounds available	< 5 business days or dependent on external service provider
Priority 4 – Low Impact	Affects individual users but does not prevent them from performing their work	< 20 business days, or dependent on external service provider

These services can be further defined in two terms:

1. Community Service Levels

These relate to how the community receives the service in terms of safety, quality, function, quantity, reliability, responsiveness and cost/efficiency.

2. Operational Service Levels

These support the community service levels and are developed to ensure that the minimum community levels of service are met.

Key Performance Measure	Level of Service	Performance Measure Process	Performance Target	Current Performance
COMMUNITY LEVELS OF SERVICE				
Quality & Function	Provide IT assets that are fit for purpose	Customer service requests		
Safety	Provide IT assets that meet Australian Standards are proven to be safe and reliable and are positioned/set up and accessible in a safe manner	Number of incidents relating to safety and hazards		
TECHNICAL LEVELS OF SERVICE				
Condition and Function	Carry out routine maintenance on IT assets to ensure fit for purpose	Number of requests relating to minor maintenance matters		
Research & Development	Technological advances to ensure efficient and effective operations			
Accessibility	Review of access levels, risk mitigation and appropriateness			

2.3 Desired Levels of Service

Council has still to quantify all desired levels of service. This will be incorporated in future revisions of this Asset Management Plan.

3. FUTURE DEMAND

3.1 Demand Forecast

Drivers affecting demand include population change, changes in demographics, seasonal factors, consumer preferences and expectations, technological advances, economic factors, environmental awareness and risk management practices, etc.

Advances in technology will have significant impact on Council's IT assets and the expectations of our community to keep up to date with these changes. We are already experiencing exponential computer processing growth and major progress with the internet of things. Areas anticipated to be of future transformational significance include Block chain and artificial intelligence technology.

Demand factor trends and impacts on service delivery are summarised in Table 5.

Table 5 Demand Factors, Projections and Impact on Services

Demand factor	Present position	Projection	Impact on services
Population	26,276 (30 th June 2016)	32,000 people by 2027 ²	Increase access to IT assets, especially mobile devices and connectivity
Demographics	Ageing population		Increase in IT assets to assist our ageing population
Climate change	More demand for indoor recreation facilities	Indoor recreation facilities	
Community Expectations	As per community plan		Increased investment in resources required to meet demand and maintain existing services
Asset renewal and maintenance demand			Increased investment in resources required to meet demand and maintain existing services
Operational expectations, financial sustainability and continuous improvement		<ul style="list-style-type: none"> • Authority single sign on • Business Intelligence tool • Mobile friendly solutions and devices to record infield data • Council-wide integrated systems including facilities bookings 	Increased investment in resources required to meet demand and maintain existing services

3.2 Demand Management Plan

Demand for new services will be managed through a combination of managing existing assets, upgrading of existing assets and providing new assets to meet demand and demand management. Demand management practices include non-asset solutions, insuring against risks and managing failures.

Non-asset solutions focus on providing the required service without the need for the organisation to own the assets, such as leasing arrangements or providing services from existing infrastructure which may be located in another community area. They also include managing expectations in relation to service standards and service failures.

Opportunities identified to date for demand management are shown in Table 6. Further opportunities will be developed in future revisions of this Infrastructure and Asset Management Plan.

² Referenced from Community and Recreation Hub Feasibility Study

Table 6 Demand Management Plan Summary

Service Activity	Impact	Demand Management Plan
Community expectations and interactions	Increase in online presence and demand for online services. Reallocation of resources from front-facing customer service management to online customer service management.	Deliver expanded digital services so that our customers feel connected and can interact with us 24/7
	Design our community places and spaces to anticipate technological advances and to deliver sustainability	Extensive research and investment in technological solutions for Council projects
Operational expectations, financial sustainability and continuous improvement	Need for mobile solutions and systems. Automation of processes and reduction in double handing. Reallocation of resources from data entry based roles to value-adding system and integrity of information roles.	

4. LIFECYCLE MANAGEMENT PLAN

The lifecycle management plan details how Council plans to manage and operate the assets at the agreed levels of service (defined in the section “Levels of Service”) while optimising life cycle costs.

4.1 Background Data

This is the first iteration of Council identifying and formally planning for our IT assets. Data gathering has begun to holistically identify Council’s IT hardware and software, both owned and leased.

4.1.1 Physical Parameters

The assets covered by this Plan are shown in Table 1.

4.1.2 Asset Capacity and Performance

Council’s services are generally provided to meet design standards where these are available. Areas targeted for improvement are detailed in Table 7.

Table 7: Improvements

Service	Improvement
IT Asset Accountability	Identification of IT assets including location and responsibility. Automated process from time of purchase. Procedure to hold responsible officers accountable for all items assigned on a periodic basis.
IT Asset Acquisitions	Development of a procurement and acquisition planning procedure to ensure a certain level of scrutiny over all IT asset acquisitions. Aim is to continue with a decentralised purchasing approach, however incorporate a centralised review prior to purchase.

Enterprise IT applications	Upgrading of Enterprise wide systems to ensure not using outdated, unsupported technology and support Council on its continuous improvement regime.
Information Management	An overarching framework and formal procedures are needed in relation to operational information management and identification of standard mediums to register information management. These include: standard use Customer Relationship Management (CRM) tools; Roles and responsibilities clearly identified; Categorisation of information, sources of information and security over information to protect our critical information assets.
IT Asset Capitalisation	Development of an asset strategy defining appropriate thresholds for capitalisation, useful lives and cost allocations suitable for the nature and relatively quick turnover of IT assets. New assets priority ranking criteria and standards.

4.1.3 Asset Condition

Due to the relatively short life of IT assets, condition is not a key driver for renewal. Advancements in technology and user expectations drive renewal needs.

4.1.4 Asset Valuations

The value of IT Assets recorded in Council's overarching asset register is not representative of the IT assets currently held and maintained. A major contributor to this is the fact that Council's capitalisation threshold is set to \$5,000 for all types of assets. Due to the nature of IT assets and the relatively quick turnover times, altering the capitalisation thresholds has been identified as an improvement (see Table 7) to enable a more holistic approach to asset management.

The value of IT assets recorded as at 30 June 2018 was:

At Cost	\$2.060M
Accumulated Depreciation	\$1.648M
Carrying Amount	\$0.412M
Annual Depreciation Expense	\$0.158M

Due to the nature of IT assets and regularity in which they are turned over or out of date it should be noted that Council does not revalue this asset class.

4.2 Risk Management Plan

An assessment of risks associated with service delivery from IT assets identifies critical risks to Council. The risk assessment process identifies credible risks, the likelihood of the risk event occurring, the consequences should the event occur, develops a risk rating, evaluates the risk and develops a risk treatment plan for non-acceptable risks.

A formal approach to assessing the risks with Council's IT assets was complete at the time of writing this Plan. Further iterations of this Plan will contain details on risks, risk ratings, treatments and estimated costs.

4.3 Routine Maintenance Plan

Routine maintenance is the regular on-going work that is necessary to keep assets operating, including instances where portions of the asset fail and need immediate repair to make the asset operational again. Council is currently implementing a monitoring tool to ensure that equipment is being utilised efficiently.

4.3.1 Maintenance Plan

Maintenance includes reactive, planned and cyclic maintenance work activities.

Reactive maintenance is unplanned repair work carried out in response to service requests and management/supervisory directions.

Planned maintenance is repair work that is identified and managed through a maintenance management system (MMS). MMS activities include inspection, assessing the condition against failure/breakdown experience, prioritising, scheduling, actioning the work and reporting what was done to develop a maintenance history and improve maintenance and service delivery performance.

Cyclic maintenance is replacement of higher value components/sub-components of assets that is undertaken on a regular cycle and may relate to regular server maintenance, monitoring public access Wi-Fi and ensuring usability.

Assessment and prioritisation of reactive maintenance is undertaken by Council staff using experience and judgement.

4.3.2 Standards and Specifications

Maintenance work is carried out in accordance with the following Standards and Specifications:

- Manufacturer Warranty Conditions
- Current Australian and Industry Standards
- Work Health Safety Act and Regulations
- Council Standards and Specifications.

Council's maintenance and operational costs are derived from 2 key sources:

In-house – employment costs for technical staff

External – Use of technical experts (contractors/consultants).

4.4 Renewal / Replacement Plan

Renewal expenditure is major work which does not increase the asset's design capacity but restores, rehabilitates, replaces or renews an existing asset to its original service potential. Work over and above restoring an asset to original service potential is classed as upgrade/expansion or new works expenditure.

4.4.1 Renewal Plan

Assets requiring renewal are identified from one of three methods:

- Method 1 uses Asset Register data to project the renewal costs using acquisition year and useful life to determine the renewal year
- Method 2 uses capital renewal expenditure projections from external condition modelling systems
- Method 3 uses a combination of average network renewals plus defect repairs.

Method 1 was used for this AMP.

Asset useful lives were reviewed with the development of this plan in 2019 and can be shown in Table 8.

Table 8: Useful Lives

Asset Category	Useful Life	Comments
IT Hardware and Equipment		
Computers, Monitors & Desktops	3-5 years	Includes laptops
Printers, Scanners, Copiers	3-7 years	
Mobile & Tablet Devices	3-5 years	Includes mobile phones, tablet devices
Other Equipment (Audio/Visual)	5-7 years	Includes smart boards, projection equipment
Servers (including IT disaster recovery)		
Software		
Council-Wide	5-10 years	
Technical/Specialised	3-7 years	

4.4.2 Renewal Standards

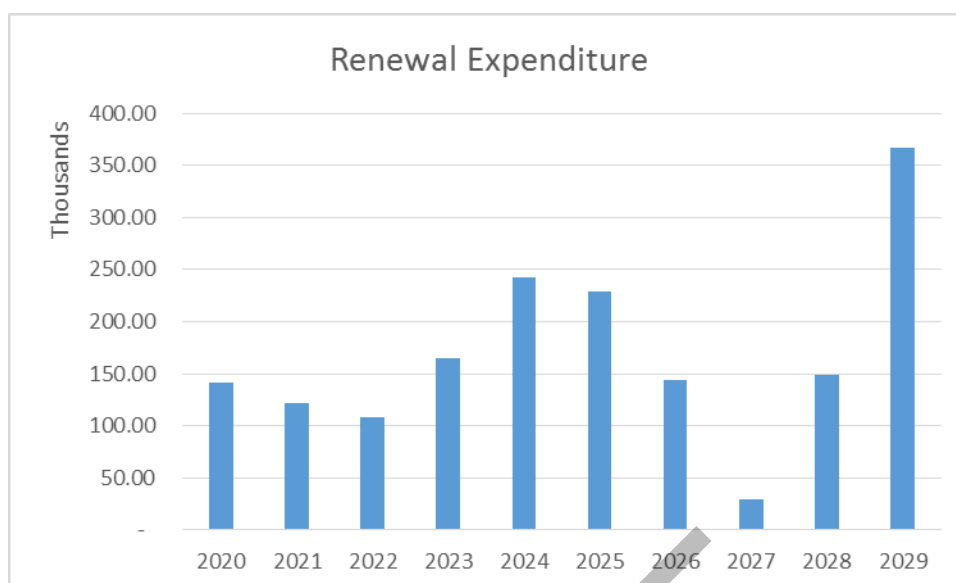
Renewal work is carried out in accordance with the following Standards and Specifications:

- Current Australian and Industry Standards
- Work Health Safety Act and Regulations
- Best Industry Practice Standards
- Planning and scheduling renewal projects to meet defined service levels in the most efficient and effective manner.

4.4.3 Summary of Future Renewal Expenditure

Projected future renewal expenditures are forecast to increase over time as the asset stock increases from growth and demand. The costs are summarised in Figure 2. Note that all costs are shown in nominal dollar values.

Figure 2: Projected renewal costs



Deferred renewal, i.e. those assets identified for renewal and not scheduled for renewal in capital works programs are to be included in the risk assessment process in Council's Risk Management Plan. Renewal and replacement expenditures in Council's capital works program will be accommodated in Council's LTFP.

4.5 Creation / Acquisition / Upgrade Plan

New assets are those that create a new asset that did not previously exist, or works which upgrade or improve an existing asset beyond its existing capacity. They may result from technology growth, social or environmental needs. Community IT assets may also be acquired at no initial cost to Council from generous public and business donations.

4.5.1 Selection Criteria

New assets and upgrade/expansion of existing assets are identified from various sources such as community requests, Councillor/Executive requests, proposals identified by strategic plans or partnerships with other organisations. Candidate proposals are inspected to verify need and to develop a preliminary renewal estimate. Verified proposals are ranked by priority and available funds and scheduled in future works programs. Council ultimately makes the decision on priority ranking of new assets based on this information.

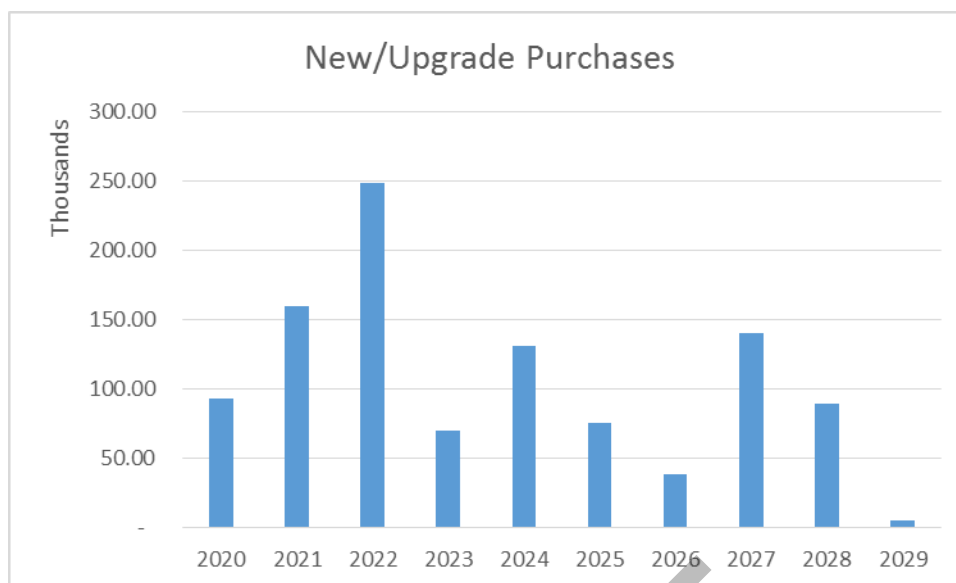
At the time of writing this plan, no priority ranking standards had been documented by Council. Future iterations of this plan will incorporate such agreed standards.

4.5.2 Summary of Future Upgrade / New Assets Expenditure

New assets and services are to be funded from Council's capital works program and grants where available. This is further discussed in Section 6.2.

Projected upgrade/new asset expenditures are summarised in Figure 3. The detail capital works program is shown at Appendix A. All amounts are show in nominal values.

Figure 3: Projected New/Upgrade Costs



4.6 Disposal Plan

Council recently built a re-use facility and its main purpose is to reduce the tonnes of waste ending up in landfill. Upon opening the Re-Use Market facility, Council also amended its Procurement and Disposal of Assets Policy (P420) to allow IT assets owned by Council that have reached end of life to be put up for sale to the public.

Majority of Council's physical IT assets are leased and sent back to the lessor at end of term in line with the leasing agreement.

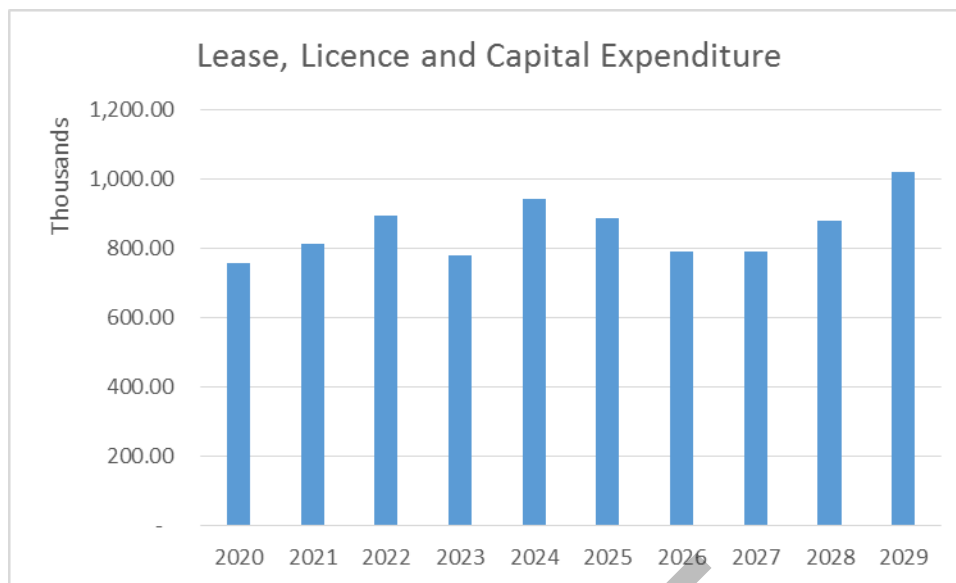
5. FINANCIAL SUMMARY

This section contains the financial requirements resulting from all the information presented in the previous sections of this Asset Management Plan. The financial projections will be improved as further information becomes available on desired levels of service and current and projected future asset performance.

5.1 Financial Statements and Projections

The financial projections are shown in Figure 4 for planned operating (lease and licence expenditure) and capital expenditure (renewal and upgrade/expansion/new assets). Future iterations of this Plan will include full operational costs (e.g. Salaries and Wages, Contractors, consumables etc).

Figure 4: Planned Operating and Capital Expenditure



Note that all costs are shown in nominal values.

Table 9: Projected and Planned Renewals and Expenditure Gap

Year	Projected Renewals \$'000	Planned Renewals \$'000	Renewal Funding Gap \$'000	Cumulative Gap \$'000
2020	161	142	-19	-19
2021	164	122	-42	-61
2022	167	108	-59	-120
2023	170	165	-5	-125
2024	173	243	70	-55
2025	176	229	53	-3
2026	180	143	-37	-39
2027	184	29	-155	-194
2028	188	149	-39	-233
2029	192	367	175	-58

Average Funding Gap = \$6,000

Note: Projected renewals assumed to increase in value by 2% per annum until 2029

Providing services in a sustainable manner will require matching of projected asset renewals to meet agreed service levels with planned capital works programs and available revenue.

A gap between projected asset renewal expenditure and actual (planned) expenditure indicates that further work is required to manage required service levels and future planned expenditure funding needs to eliminate any funding gap.

Council will need to manage the 'gap' by developing this Infrastructure and Asset Management Plan to provide guidance on future service levels and resources required to provide these services, and to ensure that the gap closes to a controllable level.

5.2 Funding Strategy

Projected expenditure identified in Section 6.1 is to be funded from Council's operating and capital budgets. The funding strategy is detailed in the Council's Long Term Financial Plan.

5.3 Key Assumptions made in Financial Forecasts

This section details the key assumptions made in presenting the information contained in this Asset Management Plan and in preparing forecasts of required operating and capital expenditure and asset values. It is presented to enable readers to gain an understanding of the levels of confidence in the data behind the financial forecasts.

Key assumptions made in this Asset Management Plan are:

- Increased use of cloud applications which result in a shift from capital to operating funds.
- Straight line depreciation of asset condition has been assumed.
- Based on the information at hand at the time of preparing the Plan. As asset information is updated and more accurate information becomes available, the Asset Management Plan will become more accurate.
- With respect to Table 6.1.1 projected renewals are assumed to increase in value at a rate of 2.5% per annum. Any variation from 2.5% can affect the cumulative gap significantly (the data presented in this report is sensitive to this assumption).

Accuracy of future financial forecasts may be improved in future revisions of this Infrastructure and Asset Management Plan by the following actions:

- Full cost attribution on future works programs through more sophisticated accounting measures.
- Improved data collection and assessment of assets and recording of this data in AIM program through centralised asset management and data analysis.

5.3.1 Forecast reliability and confidence

The expenditure, values and projections in this Plan are based on the best available data. Currency and accuracy of data is critical to effective asset and financial management. With the majority of IT assets being manufactured overseas, fluctuations in the Australian dollar will naturally impact the projections.

5.4 Improvement and Monitoring

5.4.1 Accounting and financial systems

Council uses Civica Authority as its accounting and financial system. This system integrates with Council's asset management system another module of the Civica Authority suite.

The Australian Accounting Standards provide the benchmark against which Council reports on asset accounting. Council's current capitalisation threshold is \$5,000, however this has been identified as an area for improvement to enable more accurate IT asset management due to their nature, timing and value.

5.4.2 IT asset management

Council has recently purchased a licence for Manage Engine Service Desk Plus to assist in managing and monitoring IT assets and customer requests. This system is currently in implementation phase. This program will be used to automate the IT Hardware and Software Registers and will include:

- Adopted service levels
- Assignment of responsibility for IT assets
- Reporting
 - Customer requests
 - Leased v's owned assets
 - Categorisation of assets

The link between asset management and the financial system includes:

- The assumed works programs and trends
- The resulting budget, valuation and depreciation projections
- Useful life analysis (including renewal projections)
- Inputs to Council's LTFP and ABP&B

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REFERENCES

City of Mount Gambier Community Plan – The Futures Paper 2016-2020

City of Mount Gambier Annual Report and Budget

IPWEA, 2006, 'International Infrastructure Management Manual', Institute of Public Works Engineering Australia, Sydney, www.ipwea.org.au

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APPENDICES

Appendix A i-Services LTFP (AR19/7766)

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Asset Class - iServices

LTFP

Prepared: 20/2/2019

Project / Initiative	Plan / Strategy Reference	Capex/Opex	New/ Renew	Annual increase	By	0	1	2	3	4	5	6	7	8	9	10	Total	
						2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	\$	
1 Desktop Refreah - Round 1 and 2	iServices Strategy & Roadmap	Capex	Renew	2.0%	Lease	\$ 100,000.00	\$ 102,000.00		\$ 106,120.80	\$ 108,243.22		\$ 112,616.24	\$ 114,868.57		\$ 119,509.26	\$ 121,899.44	\$ 885,257.52	
2 Copier refreshment x 4 sites	iServices Strategy & Roadmap	Capex	Renew		Lease												\$ -	
3 Authority upgrades	iServices Strategy & Roadmap	Capex	New	4.0%	Purchase	\$ 60,000.00			\$ 65,000.00			\$ 70,000.00		\$ 75,000.00			\$ 270,000.00	
4 Authority system enhancements/improvements initial implementation project - Heierarchy, Menu Security, BIS Standard Views - AP Workflow - Online time sheets - Facilities Booking - Fleet Management - Other improvements - Project Management Office	iServices Strategy & Roadmap	Capex	Renew	2.0%	Purchase					\$ 25,000.00	\$ 25,500.00	\$ 26,010.00	\$ 26,530.20	\$ 27,060.80	\$ 27,602.02	\$ 28,154.06	\$ 185,857.08	
		Capex	Renew		Purchase	\$ 100,000.00												\$ 100,000.00
		Opex	New		Purchase		\$ 25,000.00											\$ 25,000.00
		Opex	New		Purchase		\$ 15,000.00	\$ 15,000.00										\$ 30,000.00
		Opex	New		Purchase		\$ 2,000.00	\$ 25,000.00										\$ 25,000.00
		Opex	New		Purchase				\$ 25,000.00									\$ 25,000.00
		Opex	New		Purchase			\$ 20,000.00	\$ 20,400.00	\$ 20,808.00	\$ 21,224.16	\$ 21,648.64	\$ 22,081.62	\$ 22,523.25	\$ 22,964.88	\$ 23,407.50	\$ 23,857.12	\$ 148,685.67
5 Authority enhancements annual fee	iServices Strategy & Roadmap	Opex	BAU		Lease	\$ 5,000.00	\$ 5,000.00	\$ 6,000.00	\$ 7,000.00	\$ 7,000.00	\$ 7,000.00	\$ 7,000.00	\$ 7,000.00	\$ 7,000.00	\$ 7,000.00	\$ 7,000.00	\$ 72,000.00	
6 InField Data Device	iServices Strategy & Roadmap	Capex	New		TBC		\$ 10,000.00		\$ 15,000.00		\$ 20,000.00		\$ 25,000.00		\$ 30,000.00		\$ 100,000.00	
7 Civica Managed Services Fee	iServices Strategy & Roadmap	Opex	BAU	2.0%	Purchase	\$ 330,000.00	\$ 330,480.00	\$ 337,089.60	\$ 350,573.18	\$ 364,596.11	\$ 379,179.96	\$ 394,347.15	\$ 410,121.04	\$ 426,525.88	\$ 435,056.40	\$ 443,757.53	\$ 4,201,726.85	
8 Civica Authority Pre Paid Services Fee	iServices Strategy & Roadmap	Opex	BAU	3.0%	Purchase	\$ 25,000.00	\$ 25,750.00	\$ 26,522.50	\$ 27,318.18	\$ 28,410.90	\$ 29,263.23	\$ 30,141.13	\$ 31,045.36	\$ 31,976.72	\$ 32,936.02	\$ 33,924.10	\$ 322,288.14	
9 Server ugrades - Council, Civica	iServices Strategy & Roadmap	Capex	Renew		Purchase		\$ 40,000.00		\$ 2,000.00	\$ 2,000.00	\$ 2,000.00	\$ 90,000.00	\$ 2,000.00	\$ 2,000.00	\$ 2,000.00	\$ 2,000.00	\$ 146,000.00	
10 Phone infrastructure and telephony replacement	iServices Strategy & Roadmap	Capex	Renew		TBC			\$ 120,000.00									\$ 120,000.00	
11 Back up generator - Civic Centre	iServices Strategy & Roadmap	Capex	New		TBC			\$ 150,000.00	\$ 150,000.00	\$ 5,000.00	\$ 5,100.00	\$ 5,202.00	\$ 5,306.04	\$ 5,412.16	\$ 5,520.40	\$ 5,630.81	\$ 337,171.42	
12 Smart City Technology -	Digital Strategy	Capex	New		Purchase				\$ 65,000.00	\$ 57,000.00				\$ 60,000.00			\$ 182,000.00	
13 Public WiFi - Round 2	Digital Strategy	Capex	New		Purchase		\$ 3,500.00		\$ 3,500.00		\$ 3,500.00		\$ 3,500.00		\$ 3,500.00		\$ 17,500.00	
14 Simple App. - Development	Media and Communications Strategy and Roadmap	Capex	New		Purchase		\$ 40,000.00										\$ 40,000.00	
15 Simple Mobile App. - Annual opex	Media and Communications Strategy and Roadmap	Opex	New		Purchase			\$ 5,000.00	\$ 5,000.00	\$ 5,000.00	\$ 5,000.00	\$ 5,000.00	\$ 5,000.00	\$ 5,000.00	\$ 5,000.00	\$ 5,000.00	\$ 45,000.00	
16 Committee Room Smart Systems refreshment	iServices Strategy & Roadmap	Capex	Renew		Purchase				\$ 30,000.00								\$ 30,000.00	
17 Library RFID	iServices Strategy & Roadmap	Capex	Renew		Lease	\$ 215,000.00					\$ 215,000.00					\$ 215,000.00	\$ 645,000.00	
18 Library Print Management System - PayTech maintenance \$1kpm and \$2.2kpm lease cost for 5 yrs	iServices Strategy & Roadmap	Opex	Renew		Lease	\$ 43,200.00	\$ 43,200.00	\$ 43,200.00	\$ 43,200.00	\$ 43,200.00	\$ 45,000.00	\$ 45,000.00	\$ 45,000.00	\$ 45,000.00	\$ 45,000.00	\$ 45,000.00	\$ 486,000.00	
19 Livestreaming Council meetings - infrastructure	Media and Communications Strategy and Roadmap	Capex	New		Purchase	\$ 20,000.00											\$ 20,000.00	
20 Livestreaming Council meetings - fee		Opex	New		Purchase	\$ 5,000.00	\$ 10,000.00	\$ 10,000.00	\$ 10,000.00	\$ 10,000.00	\$ 10,000.00	\$ 10,000.00	\$ 10,000.00	\$ 10,000.00	\$ 10,000.00	\$ 10,000.00	\$ 105,000.00	
21 CX Management System and Hardware	CX Strategy and Roadmap	Capex	New		Lease		\$ 40,000.00		\$ 15,000.00		\$ 45,000.00		\$ 5,000.00		\$ 50,000.00		\$ 155,000.00	
22 Procurement Portal	Procurement Strategy and Road	Opex	New		Purchase		\$ 10,000.00	\$ 10,000.00	\$ 10,000.00	\$ 10,000.00	\$ 10,000.00	\$ 10,000.00	\$ 10,000.00	\$ 10,000.00	\$ 10,000.00	\$ 10,000.00	\$ 100,000.00	
23 Main Corner touchtables, video editing, tablets	iServices Strategy & Roadmap	TBC	Renew		TBC		\$ 15,000.00	\$ 10,000.00	\$ 16,000.00	\$ 11,000.00	\$ 17,000.00	\$ 12,000.00	\$ 18,000.00	\$ 13,000.00	\$ 19,000.00	\$ 14,000.00	\$ 145,000.00	
24 Trend (anti virus) software	iServices Strategy & Roadmap		Renew			\$ 7,000.00	\$ 7,140.00	\$ 7,282.80	\$ 7,428.46	\$ 7,577.03	\$ 7,728.57	\$ 7,883.14	\$ 8,040.80	\$ 8,201.62	\$ 8,365.65	\$ 8,532.96	\$ 85,181.01	
25 Automated Key and FOB Register		Capex	New		Purchase			\$ 10,000.00									\$ 10,000.00	
Total						\$ 910,200.00	\$ 757,070.00	\$ 813,267.40	\$ 895,524.89	\$ 780,663.91	\$ 943,602.73	\$ 887,276.33	\$ 790,287.33	\$ 791,905.81	\$ 878,128.03	\$ 1,019,504.96	\$ 9,467,431.39	

Check \$ 9,467,431.39

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City of
Mount Gambier



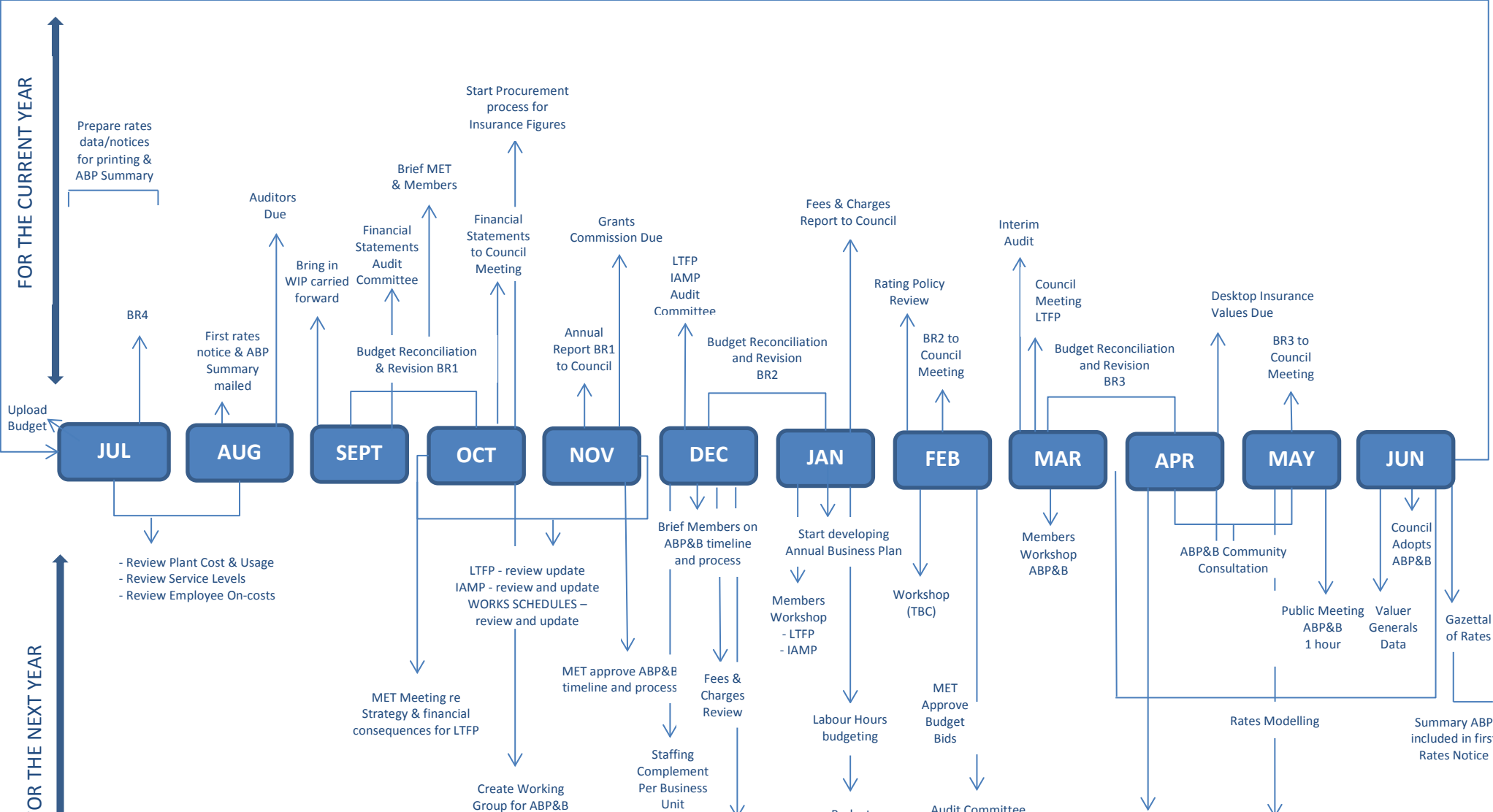
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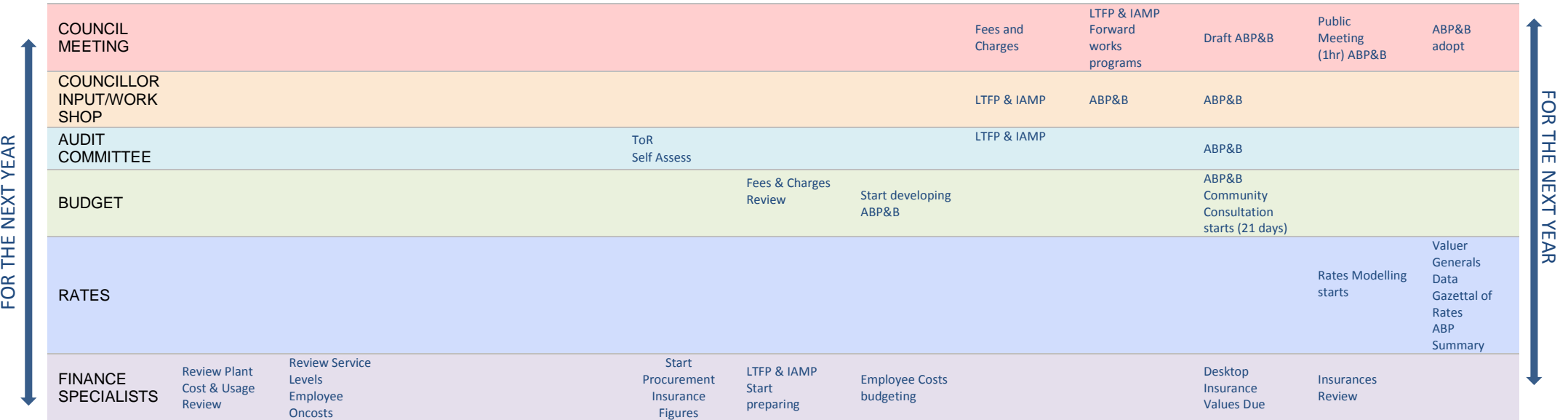
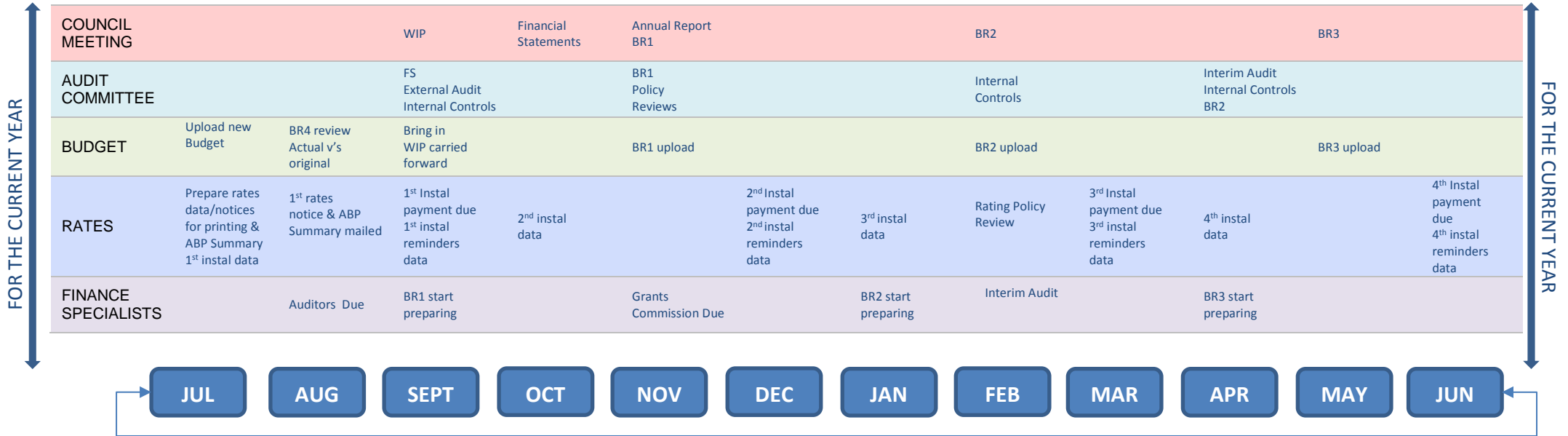
INTEGRATED PLANNING AND BUDGET FRAMEWORK TIMELINE



ABBREVIATIONS

- LTFP - Long Term Financial Plan
- BR - Budget Revision
- ABP&B - Annual Business Plan and Budget
- IAMP - Infrastructure Asset Management Plan
- WIP - Work in Progress

INTEGRATED PLANNING AND BUDGET FRAMEWORK TIMELINE



ABBREVIATIONS

ABP	-	Annual Business Plan	Instal	-	Instalment
ABP&B	-	Annual Business Plan and Budget	LTFP	-	Long Term Financial Plan
BR	-	Budget Revision	ToR	-	Terms of Reference
FS	-	Financial Statements	WIP	-	Work in Progress
IAMP	-	Infrastructure Asset Management Plan			