

Item 8.3 – 2016/2017 Annual Financial Statements Auditor's Reports

ATTACHMENT 1	External Audit: Provision of 2017 Audit Opinions to Council
ATTACHMENT 2	Independent Auditor's Report
ATTACHMENT 3	Independent Assurance Report on the Internal Controls of the Town of Gawler
ATTACHMENT 4	Matters arising from Audit

29 November 2017

Mayor Karen Redman
Town of Gawler
PO Box 130
GAWLER SA 5118

Dear Mayor Redman

RE: EXTERNAL AUDIT: PROVISION OF 2017 AUDIT OPINIONS TO COUNCIL

Please be advised that in accordance with the *Local Government Act 1999* (the Act), we have now completed the statutory audit of the Town of Gawler (Council) for the financial year ended 30 June 2017.

We have enclosed the 2017 Audit Opinions in relation to the audit of Council's Financial Statements and Internal Controls which has been signed without reference to any qualification in relation to audit opinions issued under Section 129(1)(a) and 129(1)(b) of the Act.

Under Section 129(4) of the Act "*The auditor must also provide to the council a report on particular matters arising from the audit*".

Our report under Section 129(4) to the Council is as follows:-

1. Audit Correspondence issued during the 2017 Financial Year

Various audit matters have been formally communicated through our issued Management Letters to you from time to time during the year. We are satisfied that action has, or is being taken to address all matters raised.

2. Accounting Practices and Management of the Council's Financial Affairs

In reaching our audit opinion, we are satisfied as to the overall standard of Council's accounting practices and management of Council's financial affairs.

3. Council's Audit Committee

We are satisfied that Council's Audit Committee has addressed all of its prescribed functions as outlined in Section 126 (4) of the Act.

4. Auditor's Independence Declaration

Please note that our signed Auditor Independence Declaration has been previously issued to the Chief Executive Officer, as required by Section 16A of the *Local Government (Financial Management) Regulations 2011*.

5. 2017 Balance Date Management Letter

Our 2017 Balance Date Management Letter will be separately issued to you shortly, with a copy forwarded to Council's Audit Committee.

Please contact me on 8267 4777 or sam@deannewbery.com.au if additional information is required.

Yours sincerely

DEAN NEWBERY & PARTNERS

A handwritten signature in black ink, appearing to be 'S. Allard', with a large loop at the start and several smaller loops and strokes.

Samantha Allard
Partner

C. Audit Committee

Enc:

2017 Independent Auditor's Report on the Financial Statements – Section 129(1)(a)

2017 Independent Assurance Report on the Internal Controls – Section 129(1)(b)

INDEPENDENT AUDITOR'S REPORT

To the members of the Town of Gawler

Report on the Audit of the Financial Report

Opinion

We have audited the accompanying financial report, being a general purpose financial report, of the Town of Gawler (the Council), which comprises the Certification of Financial Statements on the annual statements giving a true and fair view of the financial position and performance, the Statement of Comprehensive Income, the Statement of Financial Position, the Statements of Changes in Equity, the Statement of Cash Flows for the year then ended 30 June 2017 and the notes comprising a summary of significant accounting policies and other explanatory information.

In our opinion, the accompanying financial report of the Council is in accordance with the requirements of the *Local Government Act 1999* and the *Local Government (Financial Management) Regulation 2011*, including;

- (i) giving a true and fair view of the Council's financial position as at 30 June 2017 and of its performance and cash flows for the year then ended; and
- (ii) that the financial records kept by the Council are such as to enable financial statements to be prepared in accordance with Australian Accounting Standards.

Basis for Opinion

We conducted our audit in accordance with Australian Auditing Standards. Our responsibilities under those standards are further described as in the Auditor's Responsibilities for the Audit of the Financial Report section of our report. We are independent of the Council in accordance with the auditor independence requirements of the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 *Code of Ethics for Professional Accountants* (the Code) that are relevant to our audit of the financial report in Australia. We have also fulfilled our other ethical responsibilities in accordance with the Code.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Responsibilities of the Chief Executive Officer for the Financial Report

The Chief Executive Officer is responsible for the preparation and fair presentation of the financial report in accordance with the Australian Accounting Standards (including the Australian Accounting Interpretations), the *Local Government Act 1999* and the *Local Government (Financial Management) Regulations 2011*. This responsibility includes determining that the basis of preparation described in Note 1 is appropriate to meet the need of the members. The Chief Executive Officer's responsibility also includes designing, implementing and maintaining internal controls relevant to enable the preparation of the financial report to be free from material misstatement, whether due to fraud or error.

In preparing the financial report, the Chief Executive Officer is responsible for assessing the Council's ability to continue as a going concern, disclosing, as applicable, matters relating to going concern and using the going concern basis of accounting unless management either intends to liquidate the Council or to cease operations, or has no realistic alternative but to do so.

The Chief Executive Officer of the Council is responsible for overseeing the Council's financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Report

Our objectives are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that the audit conducted in accordance with the Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of financial report.

As part of an audit in accordance with the Australian Auditing Standards, we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial report, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Council's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of the management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Council's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial report or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Council to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial report, including the disclosures, and whether the financial report represents the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

**DEAN NEWBERY & PARTNERS
CHARTERED ACCOUNTANTS**



**SAMANTHA ALLARD
PARTNER**

Signed on the 29th day of November 2017,
at 214 Melbourne Street, North Adelaide

INDEPENDENT ASSURANCE REPORT ON THE INTERNAL CONTROLS OF THE TOWN OF GAWLER

We have audited the Internal Controls of the Town of Gawler (Council) under the requirements of *Section 129(1)(b) of the Local Government Act 1999* in relation only to the Internal Controls established by the Council to ensure that financial transactions relating to the receipt, expenditure and investment of money, acquisition and disposal of property and incurring of liabilities for the period 1 July 2016 to 30 June 2017 have been conducted properly and in accordance with law.

The Council's Responsibility for the Internal Controls

The Council is responsible for implementing and maintaining an adequate system of internal controls, in accordance with *Section 125 of the Local Government Act 1999* to ensure that the receipt, expenditure and investment of money, the acquisition and disposal of property, and incurring of liabilities have been conducted properly and in accordance with law.

Auditor's Responsibility

Our responsibility is to express an opinion on the Council's compliance with *Section 129(1)(b) of the Local Government Act 1999* in relation only to the Internal Controls established by the Council to ensure that financial transactions relating to the receipt, expenditure and investment of money, acquisition and disposal of property and incurring of liabilities, based on our procedures have been conducted properly and in accordance with law. Our engagement has been conducted in accordance with applicable Australian Standards on Assurance Engagements ASAE 3100 *Compliance Engagements*, issued by the Australian Auditing and Assurance Standards Board, in order to state whether, in all material respects, the Council has complied with *Section 125 of the Local Government Act 1999* in relation only to the Internal Controls specified above for the period 1 July 2016 to 30 June 2017. ASAE 3100 also requires us to comply with the relevant ethical requirements of the Australian professional accounting bodies.

Our procedures included obtaining an understanding of controls in relation to the receipt, expenditure and investment of money, the acquisition and disposal of property and the incurring of liabilities, evaluating management's assessment of these controls, assessing the risk that a material weakness exists, and testing and evaluating the design of controls on a sample basis based on the assessed risks.

Limitation on Use

This report has been prepared for the members of the Council in accordance with *Section 129(1)(b) of the Local Government Act 1999* in relation to the Internal Controls specified above. We disclaim any assumption of responsibility for any reliance on this report to any persons or users other than the members of the Council, or for any purpose other than that for which it was prepared.

Limitations of Controls

Because of the inherent limitations of any internal control structure it is possible that, even if the controls are suitably designed and operating effectively, the control objectives may not be achieved so that fraud, error, or non-compliance with laws and regulations may occur and not be detected.

An assurance engagement on internal controls is not designed to detect all instances of controls operating ineffectively as it is not performed continuously throughout the period and the tests performed are on a sample basis. Any projection of the outcome of the evaluation of controls to future periods is subject to the risk that the controls may become inadequate because of changes in conditions, or that the degree of compliance with them may deteriorate.

Independence

In conducting our engagement, we have complied with the independence requirements of the Australian professional accounting bodies.

Opinion

In our opinion, the Council has complied, in all material respects, with *Section 129(1)(b) of the Local Government Act 1999* in relation to Internal Controls established by the Council relating to the receipt, expenditure and investment of money, acquisition and disposal of property and incurring of liabilities so as to provide reasonable assurance that the financial transactions of the Council have been conducted properly and in accordance with law for the period 1 July 2016 to 30 June 2017.

**DEAN NEWBERY & PARTNERS
CHARTERED ACCOUNTANTS**

A handwritten signature in black ink, appearing to be 'S. Allard', with a large loop at the start and several smaller loops and strokes following.

**SAMANTHA ALLARD
PARTNER**

Signed on the 29th day of November 2017
at 214 Melbourne Street, North Adelaide, South Australia, 5006

29 November 2017

Mayor Karen Redman
Town of Gawler
PO Box 130
GAWLER SA 5118

Dear Mayor Redman

RE: Completion of Balance Date Audit – Financial Year Ended 30 June 2017

As a result of the work recently completed in connection with our final Balance Date audit of your Council for the financial year ended 30 June 2017, we provide a summary of the audit matters we wish to bring to your attention.

I met with your Council's Audit Committee on 25 October 2017 where the below matters were raised and discussed with members present. Since the meeting with Council's Audit Committee I have issued an unqualified Auditor's Report on the annual Financial Statements and Council's Internal Controls per Section 129 of the *Local Government Act 1999* (the Act) for the financial year ended 30 June 2017.

We wish to highlight to the following matters to you as a result of work recently completed:

1. We have received appropriate explanations for all material variations as between 2015/16 actual and 2016/17 actual (operating and capital).
2. We are confident that all audit matters raised in our Management Letters issued during the 2016/17 financial year audit have, or are in the process of being attended to by the Administration.
3. As disclosed in Note 7, Council expects to undertake a valuation of all Land and Building assets in FY2018. To ensure that FY2018 depreciation is based on the most recent and reliable data, we recommend valuations are undertaken effective 1 July 2017 and that this requirement be stipulated in the scope of works to be undertaken by the eventual valuer engaged by Council.
4. Given the material movement in Road, Footpath and Kerb & Gutter assets as a result of the valuations undertaken in FY2017, an update to Council's Long Term Financial Plan and Infrastructure & Asset Management Plan are now required to ensure that key assumptions and projections are updated for the results of the recent valuation and condition exercise.

5. Council has for the first time this financial year split out Bridges & Major Culverts asset into a stand-alone asset class (as presented in Note 7 of the Financial Statements). During FY2018, recommend that further work is undertaken to appropriately split the Asset Revaluation Reserve account into appropriate asset classes (as shown in Note 9 of the Financial Statements) so there is consistency between asset classes and asset revaluation reserve accounts shown in the Council's Financial Statements in future years.
6. Council continues to maintain its asset data between two different asset database programs being Authority and Asset Master (asset management software). Instances exist where data for certain asset classes are held in both systems and manual reconciliation processes are undertaken by Finance staff to reconcile asset transactions. To minimise the risk of manual error and, to potentially improve efficiency in processing and reporting asset transaction data history (for financial reporting and budgeting purposes), recommend consideration be given to migrate assets onto a single asset database system or for data for each asset class to only be allocated on a single nominated database (i.e. not split between two systems) so that manual reconciliation are not required to be performed.

Summary

I would like to thank the Council and the Administration for the assistance they provided to my audit staff during the course of our audit of the Council this financial year.

If any additional information is required on any of the audit matters raised above, please feel free to contact me on the details provided below.

Yours sincerely

DEAN NEWBERY & PARTNERS



Samantha Allard
Partner

T: 8267 4777

E: sam@deannewbery.com.au

C. Council's Audit Committee

C. Council's Chief Executive Officer

Item 8.4 – Monthly Finance Report – November 2017

ATTACHMENT 1

Monthly Finance Report



TOWN OF GAWLER MONTHLY FINANCE REPORT 30 NOVEMBER 2017 FOR YEAR ENDING 30 JUNE 2018

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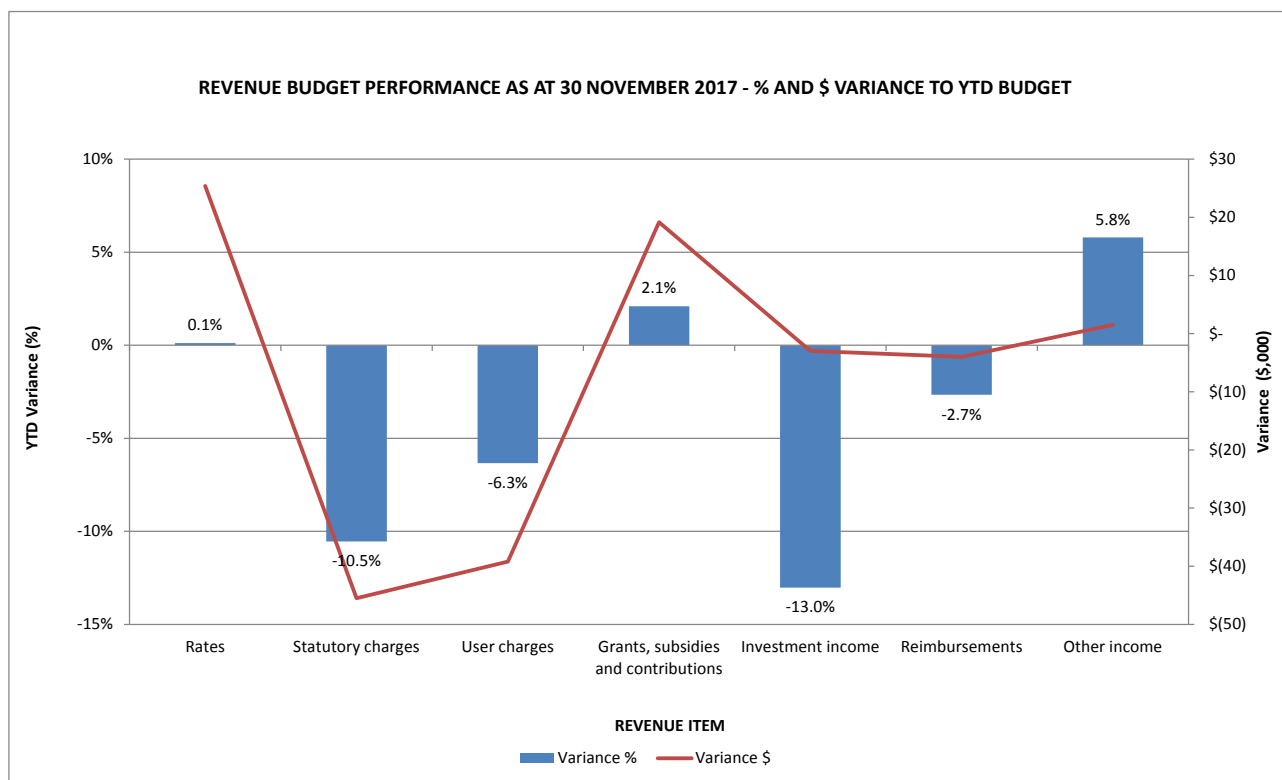
Executive Summary

The following report details the Town of Gawler's year to date (YTD) operating performance. All variances exceeding both \$5,000 and 5% have been identified and explanatory notes have been provided. All variances are closely monitored by budget managers and finance staff.

(a) Income

Graph 1 below shows a summary of the YTD actual operating income performance against the YTD budget.

Graph 1 – YTD Operating Income Performance against YTD Budget



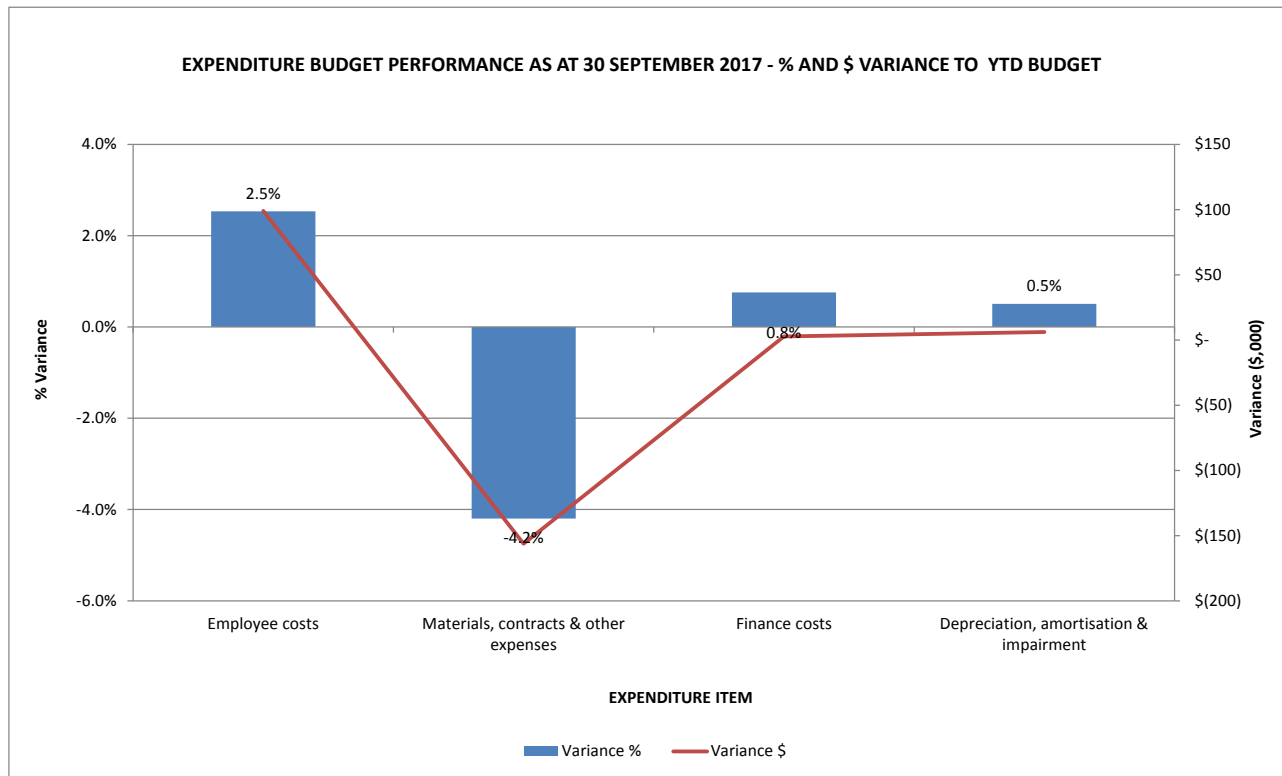
Overall, the YTD actual operating income of \$23.688M is \$46K less than the YTD budget of \$23.733M. Details of significant YTD variances at income statement level are provided below:

- 1. Statutory Charges** – The majority of this unfavourable variance is as a result of dog expiation fees that have not been generated to date (\$39K). Staff have had significant success by adopting a proactive and educational approach to animal management this financial year, in particular with dog registrations which has reduced the number of unregistered dogs from previous years. Staff will be commencing further enforcement early in 2018.
- 2. User Charges** – The \$39K unfavourable variance is predominantly caused by a reduction in income generated for the hire of Council owned facilities (\$28K) and also income generation from the Willaston Cemetery (\$15K).
The reduction in user charges from the hire of Council owned facilities has been caused by a water leak and roof issues in the main stadium at the Gawler Sport and Community Centre. This has resulted in an unsafe environment for particular user groups during particular weather.

(b) Expenditure

Graph 2 below shows a summary of the YTD actual operating expenditure performance against the YTD budget.

Graph 2 – YTD Operating Expenditure Performance against YTD Budget



Overall, the YTD actual operating expenditure of \$9.51M is \$48K lower than the YTD budget of \$9.273M. There are no variances greater than \$5K or 5% to be disclosed.

(c) Overall Analysis

Overall, there is a **favourable YTD variance of \$9K** at the reporting date as disclosed in the Statement of Comprehensive Income.

Erin McGarry
Financial Accountant

TOWN OF GAWLER
STATEMENT OF COMPREHENSIVE INCOME
FOR THE MONTH ENDING 30 NOVEMBER 2017
FOR THE YEAR ENDING 30 JUNE 2018

Annual Adopted Budget	Annual Revised Budget		Year To Date			
			Actual	Budget	Variance fav/(unfav)	
\$'000s	\$'000s		\$'000s	\$'000s	\$'000s	%
INCOME						
(21,595)	(21,595)	Rates	(21,596)	(21,570)	25	0.1%
(725)	(725)	Statutory charges	(386)	(432)	(46)	-10.5%
(1,623)	(1,588)	User charges	(580)	(619)	(39)	-6.3%
(2,768)	(3,026)	Grants, subsidies and contributions	(932)	(913)	19	2.1%
(37)	(37)	Investment income	(20)	(23)	(3)	-13.0%
(478)	(346)	Reimbursements	(146)	(151)	(4)	-2.7%
(26)	(35)	Other income	(27)	(26)	1	5.8%
(75)	(75)	Net gain - Equity Accounted Council Business	-	-	-	
(27,327)	(27,426)	Total Income	(23,688)	(23,733)	(46)	-0.2%
EXPENDITURE						
10,158	10,047	Employee costs	3,812	3,911	99	2.5%
11,617	11,828	Materials, contracts & other expenses	3,875	3,719	(156)	-4.2%
786	786	Finance costs	359	362	3	0.8%
4,843	4,843	Depreciation, amortisation & impairment	1,205	1,211	6	0.5%
27,404	27,504	Total Expenditure	9,251	9,203	(48)	0.5%
78	78	OPERATING (SURPLUS) / DEFICIT	(14,437)	(14,530)	(94)	
OTHER COMPREHENSIVE INCOME						
6,646	4,832	Amounts received specifically for new or upgraded assets	(2,056)	(2,056)	-	0%
5,000	5,000	Physical resources received free of charge	-	-	-	
11,724	9,910	NET (SURPLUS) / DEFICIT	(16,493)	(16,586)	(94)	

TOWN OF GAWLER
MONTHLY FINANCE REPORT - INCOME/EXPENDITURE BY SERVICE
FOR THE MONTH ENDING 30 NOVEMBER 2017
FOR THE YEAR ENDING 30 JUNE 2018

Annual Adopted Budget*	Annual Revised Budget**		Year To Date				Service Description	Variance Comments (if > \$5,000 <u>AND</u> 5%)
			Actual	Revised Budget**	Variance fav/(unfav)			
					\$	%		
\$	\$		\$	\$	\$	%		
		INCOME						
(281,000)	(281,000)	Animal & Pest Control	(203,098)	(246,460)	(43,362)	-18%	Registrations, Expiation fees	Expiations from the dog door knock have not been generated due to a high rate of dogs registered by the due date.
(73,770)	(63,770)	Building Control Services	(21,706)	(26,423)	(4,717)	-18%	Building Assessment Fees, Vehicle Contributions	
(192,273)	(192,273)	Cemetery Operations	(64,863)	(80,110)	(15,247)	-19%	Burial, Lease, Cremation etc. Fees	The burials YTD are less than expected
(13,000)	(13,000)	CEO Office	(5,500)	(5,499)	1	0%	Vehicle Contribution	
(662,125)	(662,125)	Community Home Support Program	(316,721)	(315,675)	1,046	0%	Grant Funding & Client Contributions	
(10,000)	(10,000)	Community Services Management	(4,231)	(4,040)	191	5%	Vehicle Contribution	
(1,500)	(6,500)	Community Support	-	-	-		Misc. Income generated from Gawler Activation Program and National Reconciliation Week Grant	
(516,074)	(473,767)	Council Buildings	(148,887)	(153,312)	(4,425)	-3%	Various Property Rentals	
(47,000)	(47,000)	Customer Services	(20,127)	(19,585)	542	3%	Property Search Fees	
(10,500)	(10,500)	Depot Operations	(5,760)	(4,375)	1,385	32%	Vehicle Contribution	
-	-	Development & Regulatory Services Administration	(100)	-	100			
(11,000)	(11,000)	Marketing & Comm Management	(4,231)	(4,653)	(422)	-9%	Vehicle Contribution	
(61,500)	(61,500)	Elderly Citizen Facilities	(16,421)	(20,492)	(4,071)	-20%	Hire of Elderly Centre	
(10,000)	(10,000)	Elected Member Services	(4,583)	(4,583)	0	0%	Mayoral vehicle contribution	
(16,000)	(166,000)	Engineering Services	(8,992)	(6,760)	2,232	33%	Vehicle Contribution & other misc. income	
(643,273)	(743,273)	Financial Services	(365,186)	(376,197)	(11,011)	-3%	Investment income, Financial Assistance Grant	

TOWN OF GAWLER
MONTHLY FINANCE REPORT - INCOME/EXPENDITURE BY SERVICE
FOR THE MONTH ENDING 30 NOVEMBER 2017
FOR THE YEAR ENDING 30 JUNE 2018

Annual Adopted Budget*	Annual Revised Budget**		Year To Date				Service Description	Variance Comments (if > \$5,000 <u>AND</u> 5%)
			Actual	Revised Budget**	Variance fav/(unfav)			
					\$	\$		
\$	\$							
(334,500)	(337,350)	Gawler Aquatic Centre	(150,751)	(143,420)	7,331	5%		Additional Income received from admission fees, swimming lessons and canteen sales YTD.
(172,759)	(172,759)	Gawler Business Development Group	(172,672)	(172,759)	(87)	0%	Separate Rate Revenue	
(232,050)	(52,282)	General Administration	(9,572)	(9,250)	322	3%	Various insurance scheme rebates etc.	
(50)	(50)	Governance Services	-	(20)	(20)	-100%		
(15,729)	(15,729)	Health Control Services	(5,731)	(6,555)	(824)	-13%	Food inspections, audits	
(43,500)	(98,128)	Human Resources	(78,600)	(78,128)	472	1%	Traineeship rebates and WHS Special Distribution payment	
(12,961)	(12,961)	Immunisation	(852)	(1,343)	(491)	-37%	Grant funding, user contributions	
(2,000)	(2,000)	Inflammable Undergrowth Services	(180)	(835)	(655)	-78%		
(7,500)	(7,500)	Information Technology Services	(3,173)	(3,170)	3	0%	Vehicle contribution	
(84,550)	(84,550)	Libraries	(82,582)	(72,075)	10,507	15%	Shared Resources Reimbursement, State Govt Subsidy	Councils State Government Libraries Grant received was \$12K more than anticipated
(357,594)	(357,594)	Other Environmental & Regulatory Service	(357,547)	(357,479)	68	0%	NRM Levy	
(141,000)	(141,000)	Parking Control	(45,876)	(58,750)	(12,874)	-22%	Expiation Fees Collected	609 expiations issued YTD compared to a YTD estimate of 750.
(12,750)	(12,750)	Plant Operations	(4,770)	(5,310)	(540)	-10%	Fuel Tax Credits Received from ATO, vehicle registration cancellation reimbursements	
-	(10,000)	Property Management Administration	(4,054)	(3,891)	163	4%	Vehicle contribution	

TOWN OF GAWLER
MONTHLY FINANCE REPORT - INCOME/EXPENDITURE BY SERVICE
FOR THE MONTH ENDING 30 NOVEMBER 2017
FOR THE YEAR ENDING 30 JUNE 2018

Annual Adopted Budget*	Annual Revised Budget**		Year To Date				Service Description	Variance Comments (if > \$5,000 <u>AND</u> 5%)
			Actual	Revised Budget**	Variance fav/(unfav)			
					\$	\$		
\$	\$		\$	\$	\$	%		
(19,183,546)	(19,183,546)	Rates Administration	(19,157,247)	(19,133,546)	23,701	0%	General Rates/Fines, etc.	
(300)	(300)	Records Management	(98)	(125)	(27)	-21%	FOI Requests	
(735,710)	(735,710)	Roads	(171,447)	(171,446)	1	0%	Grant funding	
(452,000)	(452,000)	Sports Facilities Indoor	(167,040)	(188,330)	(21,290)	-11%	Sport & Community Centre	Less income generated primarily due to water leak issue on stadium floor and roof issues.
-	-	Sports Facilities Outdoor	(1,193)	-	1,193		Hire of Princes Park	
(901,256)	(910,256)	Town Planning Services	(118,026)	(103,730)	14,296	14%	Development Application fees, etc.	Land Division Fee Received (\$13K),
(75,400)	(75,400)	Visitors Information Centre	(29,813)	(31,405)	(1,592)	-5%	Souvenirs sales, various commissions	
(2,012,418)	(2,012,418)	Waste Management	(1,920,828)	(1,923,488)	(2,660)	0%	Waste Management Service Charge revenue	
-		Youth Services	(15,131)	-	15,131		Youth Activities	State grant received for Child & Youth Friendly Action Group (\$7K), Youth Network Grant (\$5K) and misc. income generated from youth programs.
(27,326,588)	(27,425,991)	Total Income	(23,687,589)	(23,733,219)	(45,630)	0%		

TOWN OF GAWLER
MONTHLY FINANCE REPORT - INCOME/EXPENDITURE BY SERVICE
FOR THE MONTH ENDING 30 NOVEMBER 2017
FOR THE YEAR ENDING 30 JUNE 2018

Annual Adopted Budget*	Annual Revised Budget**		Year To Date				Service Description	Variance Comments (if > \$5,000 <u>AND</u> 5%)
			Actual	Revised Budget**	Variance fav/(unfav)			
					\$	\$		
\$	\$		\$	\$	\$	%		
		EXPENDITURE						
301,360	296,791	Animal & Pest Control	84,280	88,606	4,326	5%		
128,600	128,600	Bridges	31,900	32,290	390	1%	Maintenance & Depreciation	
278,158	274,507	Building Control Services	100,872	99,144	(1,728)	-2%	Building Assessment	
118,757	118,757	Car Parks	53,398	33,482	(19,916)	-59%		Unplanned works required at the Multi Level Car Park (Fire Door) (\$8K) and road grading works were completed at the Tambelin Railway Station Carpark both of which were not included in the adopted budget
145,437	145,437	Cemetery Operations	32,441	49,992	17,551	35%		Reduction in employee costs due to timing of works at the Cemetery and a reduction YTD for number of burials.
446,033	440,391	CEO Office	185,136	185,041	(95)	0%		
164,117	162,466	Communication & Marketing	68,567	65,599	(2,968)	-5%	Council Communications and Marketing to public and Murray St Banners	
661,625	656,696	Community Home Support Program	243,070	233,765	(9,305)	-4%	Home Assist Program	
255,268	249,556	Community Services Management	95,368	85,387	(9,981)	-12%	Administration of Community Services departments	Additional short-term resource engaged to assist with workload. To be funded by vacant positions within division
415,678	419,171	Community Support	133,948	138,047	4,099	3%	Support of various Community events/grants	
889,559	964,059	Council Buildings	285,939	281,143	(4,796)	-2%	Property Management admin, Town Hall maintenance	
7,308	7,308	Crime Prevention	115	2,970	2,855		CCTV operating expenses	
614,925	605,855	Customer Services	193,929	234,242	40,313	17%	Staff Salaries	Vacant Positions

TOWN OF GAWLER
MONTHLY FINANCE REPORT - INCOME/EXPENDITURE BY SERVICE
FOR THE MONTH ENDING 30 NOVEMBER 2017
FOR THE YEAR ENDING 30 JUNE 2018

Annual Adopted Budget*	Annual Revised Budget**		Year To Date				Service Description	Variance Comments (if > \$5,000 <u>AND</u> 5%)
			Actual	Revised Budget**	Variance fav/(unfav)			
					\$	\$		
\$	\$		\$	\$	\$	%		
327,822	310,897	Depot Operations	121,871	118,702	(3,169)	-3%		
								Reallocation of salary budget required following implementation of new General Ledger Budget transfers will be included in the 2nd Qtr. Review
359,282	354,697	Development & Regulatory Services Administration	131,547	121,230	(10,317)	-9%		
450,566	443,850	Economic Development, Marketing & Comm Management	112,645	173,137	60,492	35%		Vacant Positions
12,456	12,456	Elderly Citizen Facilities	3,474	4,083	609	15%	Elderly Centre	
283,442	283,442	Elected Member Services	125,321	122,545	(2,776)	-2%	Allowances & expenses	
737,249	864,333	Engineering Services	364,099	334,699	(29,400)	-9%		Expenses incurred YTD that will be funded internally through the 2nd Qtr. Budget Review
34,198	31,475	Finance & Corporate Services Management	21,272	12,684	(8,588)	-68%		Reallocation of salary budget required following implementation of new General Ledger Budget transfers will be included in the 2nd Qtr. Review
							Accounting services, Audit Committee, Loan repayments	Overdraft Interest YTD is less than anticipated
1,442,639	1,436,327	Financial Services	592,497	633,438	40,941	6%		
439,800	439,800	Footpaths	110,167	109,950	(217)	0%		
								Additional employee & agency staff engaged due to the additional patronage
703,834	705,196	Gawler Aquatic Centre	245,714	193,372	(52,342)	-27%		
							Gawler Business Development Group contribution	
172,759	172,759	Gawler Business Development Group	86,338	86,380	43	0%		
801,934	777,714	General Administration	212,218	289,595	77,377	27%	General admin, WHS, Agenda/Minutes preparation	Reallocation of salary budget required following implementation of new General Ledger Budget transfers will be included in the 2nd Qtr. Review
105,509	103,934	Governance Services	42,729	40,870	(1,859)	-5%		

TOWN OF GAWLER
MONTHLY FINANCE REPORT - INCOME/EXPENDITURE BY SERVICE
FOR THE MONTH ENDING 30 NOVEMBER 2017
FOR THE YEAR ENDING 30 JUNE 2018

Annual Adopted Budget*	Annual Revised Budget**		Year To Date				Service Description	Variance Comments (if > \$5,000 <u>AND</u> 5%)
			Actual	Revised Budget**	Variance fav/(unfav)			
					\$	\$		
\$	\$		\$	\$	\$	%		
142,920	140,954	Health Control Services	58,062	57,370	(692)	-1%		
169,519	168,465	Heritage	4,704	4,737	33	1%	Heritage collection maintenance, Heritage Walls Grants	
575,857	625,974	Human Resources	243,960	245,036	1,076	0%	HR admin expenses, recruitment costs	
130,585	126,759	IES, Depot & Property Management	64,680	49,430	(15,250)	-31%		Reallocation of salary budget required following implementation of new General Ledger Budget transfers will be included in the 2nd Qtr. Review
51,085	50,708	Immunisation	14,552	18,649	4,097	22%	Immunisation services	
35,221	35,221	Inflammable Undergrowth Services	13,624	13,787	163	1%		
1,081,491	1,076,557	Information Technology Services	485,456	469,256	(16,200)	-3%		
598,000	598,000	Kerb & Gutter	149,500	149,500	-	0%	Depreciation Only	
913,447	903,146	Libraries	354,573	342,539	(12,034)	-4%		
82,800	82,800	Litter Control	23,514	32,360	8,846	27%	Programmed collection of litter/rubbish from litter bins	Reduction in employee costs due to efficiencies & timing of works
(869,484)	(869,484)	Oncosts Recovered	(284,550)	(338,315)	(53,765)		Wages overhead costs recovered	Oncosts under- recovered due to the use of agency staff during the first part of the financial year.
367,095	367,095	Other Environmental & Regulatory Service	99,856	90,689	(9,167)	-10%	NRM Levy payments	
159,021	159,021	Parking Control	56,558	51,818	(4,740)	-9%		
1,691,393	1,676,667	Parks & Gardens	441,127	434,483	(6,644)	-2%	Programmed maintenance of parks, gardens & reserves	
(72,469)	(73,730)	Plant Operations	150,191	148,819	(1,372)	-1%	Includes internal plant hire costs recovered	
264,959	261,671	Property Management Administration	90,778	95,520	4,742	5%		
97,578	97,578	Public Conveniences	40,540	36,022	(4,518)	-13%	Routine cleaning maintenance of 7 sites	
263,494	261,189	Rates Administration	123,897	119,463	(4,434)	-4%		
321,092	316,140	Records Management	112,846	116,567	3,721	3%		

TOWN OF GAWLER
MONTHLY FINANCE REPORT - INCOME/EXPENDITURE BY SERVICE
FOR THE MONTH ENDING 30 NOVEMBER 2017
FOR THE YEAR ENDING 30 JUNE 2018

Annual Adopted Budget*	Annual Revised Budget**		Year To Date				Service Description	Variance Comments (if > \$5,000 <u>AND</u> 5%)
				Revised	Variance			
			Actual	Budget**	fav/(unfav)			
\$	\$		\$	\$	\$	%		
108,000	108,000	Recreation Services Administration	55	-	(55)		Karbeethan Master Plan & assistance to Karbeethan Sporting association with Governance	
2,813,536	2,800,609	Roads	940,204	820,715	(119,489)	-15%		Additional employee expenses incurred YTD due to timing of capital works
30,500	30,500	Roundabouts	7,625	7,625	-	0%	Depreciation	
438,787	435,808	Sports Facilities Indoor	187,882	168,113	(19,769)	-12%		Unfavourable variance due to timing of casual staff engaged at Gawler Sport & Community Centre. A 3 week shutdown followed by a reduced use of casuals will reduce this unfavourable variance
809,452	869,452	Sports Facilities Outdoor	134,091	138,832	4,741	3%	Programmed ovals maintenance	
936,543	936,543	Stormwater Drainage	284,093	254,264	(29,829)	-12%	Drain cleaning, repairs & maintenance	Unplanned stormwater repairs required
396,354	396,354	Street Beautification	165,376	140,689	(24,687)	-18%	Tree replacement / removal and maintenance, Garden beds maintenance	Additional street scaping maintenance required YTD as a continued result of the additional rainfall over the past year
140,500	140,500	Street Cleaning	55,452	58,540	3,088	5%	Programmed Cleaning of CBD and Urban Streets	
445,173	445,173	Street Lighting	171,175	167,910	(3,265)	-2%		
672,150	663,729	Town Maintenance	221,922	228,062	6,140	3%	Linemarking, Weedspraying and other various services	
1,657,190	1,616,388	Town Planning Services	365,231	421,848	56,617	13%	Development assessment, various studies, DAP committee	Vacant Position

TOWN OF GAWLER
MONTHLY FINANCE REPORT - INCOME/EXPENDITURE BY SERVICE
FOR THE MONTH ENDING 30 NOVEMBER 2017
FOR THE YEAR ENDING 30 JUNE 2018

Annual Adopted Budget*	Annual Revised Budget**		Year To Date				Service Description	Variance Comments (if > \$5,000 <u>AND</u> 5%)
			Actual	Revised Budget**	Variance fav/(unfav)			
					\$	\$		
\$	\$		\$	\$	\$	%		
141,698	141,698	Traffic Management	13,800	50,524	36,724	73%	Street/traffic control signs maintenance	Unspent wages due to time allocated to other functions within Council YTD.
187,158	185,783	Visitors Information Centre	57,132	61,081	3,949	6%		
204,236	202,271	Volunteer Services	32,430	64,936	32,506	50%	Volunteer Resource Centre, Graffiti removal team	Vacant Position
1,935,272	1,935,272	Waste Management	622,650	644,015	21,365	3%	Kerbside waste collection & disposal	
185,964	184,550	Youth Services	69,577	67,816	(1,761)	-3%	Youth Activities	
27,404,432	27,503,835	Total Expenditure	9,251,418	9,203,093	(48,325)	1%		
77,844	77,844	NET OPERATING RESULT	(14,436,171)	(14,530,126)	(93,955)			

*Annual Adopted Budget - This is the Original Budget adopted by Council on 27 June 2017

**Annual Revised Budget - This is the revised budget for the whole year incorporating changes included as part of Quarterly Budget Reviews

**YTD Revised Budget - This represents the expected revenue/expenditure as at the reporting date based on the Annual Revised Budget.

Item 8.6 – LGA Local Government Reform Discussion Paper – Strengthening Local Government: Options for SA Councils

- | | |
|--------------|---|
| ATTACHMENT 1 | 1. Local Government Reform – special update from LGA President Mayor Lorraine Rosenberg |
| ATTACHMENT 2 | 2. LGA Discussion Paper (November 2017) |

Special Edition from the LGA President

Monday 27 November 2017

Dear Mayors and Councillors

Local government has a strong record of driving its own reform agenda. This week's special update is about working together to drive change that will make our sector even more efficient.

LGA President Mayor Lorraine Rosenberg



Local Government Reform

Our sector has a strong record of driving its own reform agenda, with the aspiration of being the most efficient sphere of government.

With our recent work with the Government on boundary adjustment reform, our review of the code of conduct for council members, and the LGA's "prevention to intervention" peer support program, we believe we're on the cusp of achieving significant and positive change for the sector.

In the past twelve months we have also commenced a benchmarking program, produced a public lighting business case, undertaken various regionalisation and shared services projects, kicked off the first stages of a workforce sector alignment project, and reviewed the LGA's governance arrangements.

We are committed to continuous improvement, and to working as partners in government to further advance our sector.

Our 2018 state election platform – [South Australia. Uncapped potential](#) – commits to providing all parties with a road map for local government reform ahead of next March, and we have prepared a [draft paper outlining what these reform opportunities could be](#).

The LGA is now seeking feedback from all councils and council members on this document.

We want to know what you would change about the legislation that governs how councils operate and work with their communities, and hear other ideas you have to improve local government sustainability, efficiency, and consistency, support local decision making and simplify regulation.

To finalise our reform agenda in time for the election, feedback must be provided no later than Wednesday 17 January 2018, and should be sent to Lisa Teburea at lisa.teburea@lga.sa.gov.au

Based on this consultation, a proposal will be presented to the LGA Board for endorsement in January.

We will then provide this document to all parties, and ask that they support us to drive our own reform agenda.

Experience interstate suggests that unless we make bold decisions now, then decisions regarding our future will be taken out of our hands. This could mean rate capping, it could mean forced amalgamations, or it could involve other measures being forced upon us and damaging our communities.

We've all spent years – and some of us decades – serving as council members. We understand local government better than anyone, and are best placed to identify opportunities for continued improvement.

I look forward to reading your feedback, and working with you to make local government in South Australia even better.

Strengthening Local Government: Options for SA Councils

Discussion Paper

November 2017

Strengthening Local Government: Options for SA Councils

Introduction	1
We need your input.....	2
Reform areas	3
Financial management, performance and reporting	4
Service levels and efficiency	6
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Introduction

- Local government in South Australia has a record of 15 years of sustained improvements in financial performance following the Financial Sustainability Inquiry. Councils operate within a highly transparent and accountable regulatory framework.
- In December 2013 the LGA's 'Local Excellence Expert Panel' ("LEEP") produced a suite of recommendations on how to move towards the 'Council of the Future'.¹ Its report highlighted the challenges facing South Australia over coming decades, including further globalisation, population trends, emerging technologies, climate change, and communities increasingly expecting to be more effectively engaged in decision making.
- Since that time, the LGA has pursued, supported and/or achieved initiatives such as a State/Local Government Infrastructure Partnership, streamlining of local boundary reform processes, regionalisation and shared services projects, new planning and development legislation, considered the role of the Auditor General in auditing councils, commenced a council benchmarking program, provided resources to encourage deliberative engagement methods, produced a public lighting business case, supported new litter and nuisance laws, developed a new Code of Conduct proposal and carried out an LGA governance review.
- Local government is in the spotlight in lead-up to the March 2018 South Australian state election, with political parties and industry groups leading public discussion about rate capping, council amalgamations and the role of local government.
- With parties finalising their policy platforms ahead of the election, the sector has a window of opportunity to drive its own reform agenda. Recent public debate and interstate experiences have shown us that decisions about our future will be taken out of our hands if we don't make bold decisions now to remain contemporary and relevant to communities and other stakeholders. No change is not an option.
- The LGA has released its State Election Agenda *South Australia. Uncapped Potential*, which welcome sensible discussion about reform and co-operation between councils and between spheres of government.

¹ http://www.lga.sa.gov.au/webdata/resources/project/LE_Panel_Final_Report_December_2013.pdf

- We are developing a reform package that builds on our strengths and demonstrates to communities our commitment to continuous improvement and willingness to adapt to an ever-changing environment. This package is being developed a suite a reforms that can be presented to all parties as policy for State-Local Government Reform: *your first 100 days in government*.
- The *Local Government Act 1999* (“the Act”) will be twenty years old during the next term of State government. Consultation with members on the LGA’s state election strategy has indicated strong levels of support from members for a comprehensive review of the Act.
- The LGA Board has endorsed a series of principles that should underpin local government reform- (1) sustainability, (2) efficiency, (3) local decision making, (4) sector consistency and (5) simpler regulation.
- This paper has been prepared by the Local Government Association, drawing from the work of the LEEP and further work by Professor Graham Sansom. We acknowledge Professor Sansom’s contribution and reference his work in this document.

We need your input

- This consultation will form the basis of some important decisions about the future of the sector. Input from the sector is critical to ensure that all perspectives can be heard and considered.
- It is important that these decisions be made now to put the local government sector on the front foot prior to the State Election.
- This paper presents a suite of reform options, but the doors are wide open to other reform ideas that align with the five principles of sustainability, efficiency, local decision making, sector consistency and simpler regulation
- Now is the time to tell us what you want to change about the legislation governing how councils operate and work with their communities
- Consultation prompts are provided throughout this document to assist you in providing your feedback. You are not required to address all of these questions, or limit your feedback to the suggested topics.
- Input is required no later than **Wednesday 17 January 2018**, with the intention to report to the LGA Board in January.

Reform areas

In April 2016, the Local Government Association hosted a rate capping forum, attended by approximately 150 council members and staff. The forum received a presentation from Professor Sansom on “*Alternatives to rate capping- a case for a better approach*”. Professor Sansom’s presentation to the Forum is available on the LGA website.²

The LGA Ordinary General Meeting held during the same week resolved that the reform ideas presented by Professor Sansom should be incorporated into the LGA’s work on local government reform. Further development of reform options has been undertaken, including further engagement with Professor Sansom. In summary, the reform options that have been explored include:

1. Re-frame current legislation to present a coherent set of provisions for sound financial management;
2. Upgrade consultation requirements to ensure effective community engagement;
3. Undertake systemic monitoring of councils’ performance in financial management, based on standardised data and indicators;
4. Give audit committees a wider and more prominent role and greater independence;
5. Transfer administration of local government audits to the Auditor General;
6. Require councils to prepare broader revenue policies that explain the reasoning behind their use of alternative funding and financing measures, including rating;
7. Mandate rigorous and consistent service reviews to ensure maximum efficiency and effectiveness, with extensive community consultation as part of the process;
8. Expand regional cooperation between councils to optimise the use of scarce resources, and to promote greater collaboration in strategic planning and with State agencies and other partners;
9. Enhancing independent oversight of financial management by councils in those instances where audit committees or auditors’ reports have identified concerns.

This Discussion Paper provides further exploration of these reform options under key reform areas of:

- Financial management, performance and reporting;
- Service levels and efficiency; and
- Engagement and participation.

² <https://www.lga.sa.gov.au/page.aspx?u=6640&c=68058>

Financial management, performance and reporting

Observations about the current system

- South Australian councils on an annual basis collectively manage a budget of \$2 billion and maintain infrastructure and other physical assets worth almost \$23 billion.
- South Australian councils manage their finances conservatively under extreme constraints. Local government has access to only one tax, council rates, and receives an unfairly low share of State and federal government funding.
- Although SA council rates are often higher than comparable councils interstate, this is offset by generally lower levels of fees and charges in SA (compared to other states) so that overall, council revenue in SA, per capita, is actually the lowest in Australia.³
- Within this context, South Australian councils are doing a lot with a little and providing an increasing number of services to a high standard, with increased levels of financial health and sustainability.⁴

Rationale for change

Despite the above, the sector could benefit from a state-wide performance monitoring framework to demonstrate its efficiency. External auditors sometimes have different interpretations of financial reporting standards, leading to inconsistencies between different councils' financial reports.

A 2016 report *Why Local Government Matters in South Australia*, prepared by the University of Technology,⁵ found that members of the public wanted more transparency in councils' patterns of expenditure.

Currently, councils must identify the performance measures they intend to use to assess the implementation of their Strategic Management Plans (SMPs) and annual business plans (ABPs). However, the Local Government Act offers no guidance on meeting this obligation. Nor is there any independent assessment of whether the council's performance against its targets has been adequate.

Consequently the sector is facing mounting pressure to 'do more with less', or at the very least to demonstrate clearly that it is achieving the highest possible standards of efficiency and effectiveness

In this area of public policy, perceptions are at least as important as reality. Local government is caught between sectional interests that seek to minimize the taxes they pay and thus highlight shortcomings in councils' financial management, and State political candidates who from time to time feel compelled to 'do something' in response. These have been the drivers for current proposals for "rate capping."

Reform options

1. The LGA and State Government jointly develop a new performance monitoring, assessment and reporting framework for councils covering a wide range of measures (but probably no more than would be required to meet councils' current obligations in relation to SMPs and ABPs), so that each council's results can be consistently reported publicly in its Annual Report.
2. Allow (or require) the Auditor-General to issue binding interpretations of accounting standards applicable to local government to ensure consistency between private sector auditors.
3. Make better use of audit committees to enhance both the quality of financial management and accountability to the community. For example:
 - a) audit committees could be required to have a majority of external, independent members, including the chairperson;

³ <http://www.lga.sa.gov.au/contentFile.aspx?filename=2017%20LGA%20Councillor%20Pack%20Rate%20Capping.pdf>

⁴ See the LGA's 2017 Financial Indicators Report at <http://www.lga.sa.gov.au/fsp>

⁵ <http://www.lga.sa.gov.au/page.aspx?u=6640&c=74727>

- b) The chairperson could be empowered or tasked to make public statements on the committee's work and findings.
 - c) Audit committees could be given additional responsibilities such as reviewing draft strategic management plans, rating practices; public consultation practices; performance monitoring, the quality of financial management, and the council's use of public resources.
 - d) To contain costs and make the best use of skilled personnel, smaller rural and remote councils could share a regional audit committee.
4. Require each council to adopt a broad "revenue policy". The Act currently requires councils to prepare a long-term financial plan, and (in the annual business plan) provide a summary of proposed sources of revenue. However, these existing requirements could be broadened and consolidated into a broader 'revenue policy' to set out the proposed revenue mix including rates, fees and charges, commercial activities and so on. Adoption of a revenue policy should be based on a published assessment of options and effective community consultation.⁶
5. Working towards aligning the local government sector workforce, and adopting an industry-wide industrial relations framework.

Consultation questions

- A. What performance measures does your council use in its Strategic Management Plans and/or Annual Business Plans?
- B. Are these measures suitable for prescription throughout the local government sector? If not, what other performance measures would you suggest?
- C. Is the proposed reform in relation to the auditor-general (above) sufficient to ensure consistency across the sector?
- D. What new roles (such as those canvassed above) should be assigned to audit committees and/or their chairpersons?
- E. What next steps are needed to move towards an industry-wide industrial relations framework?
- F. What other potential changes might help to reassure communities that councils are undertaking their responsibilities as efficiently and effectively as they could and spending ratepayers' funds wisely?

⁶ The LGA has published a Model Revenue Policy, as an attached to its Financial Sustainability Information Paper #20 *Rating and Other Funding Policy Options*.
<http://www.lga.sa.gov.au/fsp/>

Service levels and efficiency

Observations about the current system

- Councils have a wide discretion about choosing which services to provide, and the levels or standards of those services. This is appropriate and necessary given the diverse needs and aspirations of different communities.
- Only a few services are legislatively required. For the majority of its services (i.e. those that are not legal obligations) each council takes account of community consultation, its own SMP; the need for long-term financial sustainability; and the resourcing that would be required for each desired service.
- The LGA's financial sustainability advice is that each Council should have an overall service range policy and a separate service level policy for each specific service.
- One of the duties of councillors is "to keep the council's resource allocation, expenditure and activities, and the efficiency and effectiveness of its service delivery, under review."
- A Council's SMPs must provide an "assessment" of the extent or levels of services that are required for the council to achieve the objectives in its SMP.
- Councils have a statutory responsibility⁷ to work with each other and with State and federal agencies to pursue shared objectives.
- Two or more councils can together establish a "regional subsidiary" to undertake joint activities, including service delivery. There are many other ways for councils to enhance efficiency by co-operating with each other in sharing service provision to their communities.⁸

Rationale for change

The requirements above do not amount to regular, rigorous reviews of service delivery (as are required in Victoria). Nor do they require "shared services" to be considered as a default option for any service. Moreover, the requirement for community consultation on SMPs is minimal. The consultation process mandated for annual business plans and budgets is more fulsome, but there is no specific requirement for those documents to detail or review types and levels of services.

Professor Sansom has noted:

"Many councils have made significant advances in promoting regional cooperation, but the LEEP concluded ... that more can and should be done to expand collaboration amongst councils – and with other agencies – in planning and service delivery. This could provide opportunities for increased efficiency and cost saving, and thus apply downward pressure on rates and/or enhance the financial sustainability of member councils."

Reform options

6. Strengthening the Act's provisions for service reviews and associated community engagement, with particular reference to achieving greater sector consistency and maximising efficiency and effectiveness to align with community needs and reasonable expectations.
7. Create greater legislative imperatives or policy incentives for councils to work together in the planning, delivery and funding of services and procurement of goods and services.

⁷ In section 8 of the *Local Government Act 1999*

⁸ See the LGA's Financial Sustainability Information Paper #7 – *Service Delivery and the Role of Shared Services* at <http://www.lga.sa.gov.au/fsp>

Consultation questions

- G. How often should a council be required to review each service that it provides? Should it be required to review all services all at once (say at four-yearly intervals) or should there be a rolling program for review of each service, one-by-one, over time?
- H. What should be the respective roles of the audit committee, the CEO, and the community in reviewing services and efficiency?
- I. What can be done to encourage and/or require councils to co-operate more in the planning, delivery and procurement of shared services?

Engagement and participation

Public consultation and engagement

Observations about the current system

Councils are required by the Act (section 50) to have a “public consultation policy”.⁹ At a minimum such a policy requires a notice to be published in a newspaper and on a website, with a period of at least 21 days for receiving submissions. Councils must follow their own public consultation policy when contemplating a variety of (often minor) decisions.¹⁰ The most significant legislative prescription is that a council’s draft annual business plan must be subject to a public question-and-answer session of at least an hour. However, such sessions are often not well attended by members of the public.

On the other hand, some decisions which might have as significant impact on a council’s community do not attract the same legal requirement for consultation. A council’s most important planning tool, its SMP, requires simply that “members of the public are given a reasonable opportunity to be involved in the development and review of those plans”. (s122)

The LGA has recommended its members go further than statutory minimums. The LGA has produced (since 2008) two successive editions of a community engagement handbook¹¹ which is widely used by councils in South Australia to undertake best practice engagement. The LGA also offers training in the use of social media to improve a council’s connection with its community.

Rationale for change

Professor Sansom has noted that the prescriptions in the Act (outlined above)

“...fall short of best practice. There is no requirement for deliberative forms of engagement such as presentation of options, interactive websites, online panels or citizen juries. In particular, it might be expected that some form of deliberative engagement would take place with respect to councils’ obligations ... to assess the impact of the rates structure and policies on the community....”

In 2013, the LEEP recommended that the term ‘community engagement’ with its broader overtones of collaboration and participation should replace ‘public consultation’, which infers the narrower concept of presenting a *fait accompli* to the community and requesting comment. The Panel noted that a new community engagement framework is needed, reflecting an era in which newspapers are read decreasingly, community members are rarely inclined to attend public meetings and there are many ways to work collaboratively with communities through social media, and other digital platforms. Many councils have already recognised this shift and have adopted engagement practices far exceeding the outdated minimum legislative requirements.

In 2016, Parliament’s Economic and Finance Committee also recommended improved consultation with communities in the setting of rates.

There is to be a new state-wide Community Engagement Charter for purposes of the *Planning Development and Infrastructure Act 2016*. Therefore it would be prudent to consider the extent to which community engagement in the *Local Government Act 1999* could align with this new Charter.

⁹ Section 50 of the Act

¹⁰ • changes to a council’s office locations or opening hours (s45);
• changes to a code of practice for public access to meetings and documents (s92);
• a draft annual business plan (s122, which also requires an annual public meeting);
• changes to the rating system (s151 and s156);
• revocation of the status of community land (s193, 194);
• adopting a management plan for community land (s197);
• leasing or licensing community land (s202);
• granting an authorisation for the partial blockage of a road (s223); and
• authorising the planting (alongside roads) of vegetation with a “significant impact” (s232).

¹¹ <http://www.lga.sa.gov.au/page.aspx?u=6716&c=28679>

Reform options

8. Strengthening the Act's provisions for regular reviews of a council's service provision, with community engagement to determine needs and reasonable expectations.
9. Introducing 'deliberative' community engagement throughout the planning and budgeting/rate setting process – not just consultation on a draft budget;
10. Allowing or requiring audit committees to assess the adequacy of public consultation policies and practice.

Consultation questions

- J. What should be the basic legislative minimum requirements for "community engagement" as distinct from the current minimum provisions for "public consultation policies"?
- K. How should the Act require councils to involve the community in deliberative engagement in budgeting and rate-setting?
- L. If audit committees are to assess the adequacy of a council's community engagement, what changes should be required in the process for recruiting and appointment of members of the audit committee? (e.g. should one or more members be required to have expertise in community engagement?)

Representation Reviews

Observations about the current system

The Local Government Act requires councils to carry out "representation reviews" approximately every 8 years or at such other times as required by the regulations. During these reviews councils must consider options relating to:

- The composition of the council, including the number of council members
- Whether or not the council should be divided into wards
- The size and boundary areas of wards if they exist

A council may also use this process to change its name, change the name of a ward or change the area of the council.

A representation options paper must be produced by a person "who is qualified to address the representation and governance issues" that may arise. Many councils do not have employees with the requisite qualifications or do not have the capacity to release a council employee to undertake this additional and substantial work. As a result, a significant number of councils engage consultants to undertake the work associated with representation reviews, including developing the representation options paper, managing the extensive advertising and consultation processes and preparing a report based on submissions. Council must then refer the report to the Electoral Commission.

The Electoral Commission, after considering the report, may either certify it as complying with the requirements or send it back to the council with reasons why it has not been certified. In recent discussions the Electoral Commission has indicated that the current drafting of the Local Government

Act does not support the type of monitoring and assistance role that the Electoral Commission has traditionally given to councils and that it is reviewing its role.

Rationale for change

Based on advice from the Electoral Commission, the LGA understands that some councils have experienced difficulty obtaining the services of appropriately qualified consultants to assist them with the workload and some councils had to undertake multiple public consultation processes as a result of community feedback and changing options. Council members also face the challenge of having to make controversial decisions on changes to the composition of a council that have the potential to affect their own positions.

Most councils required assistance from the Electoral Commission in relation to compliance with the extensive technical requirements set out in section 12 of the Local Government Act in order to enable them to achieve certification by the deadline date.

Representation reviews are an important feature of local democracy. Given that the Electoral Commission has indicated that it is reviewing the efficacy of current processes and its role in supporting councils to undertake representation reviews, the LGA considers it timely to seek feedback and further input on possible reform options.

Reform Options

11. Review and revise section 12 of the Local Government Act to simplify the technical and process issues and provide a clearer role for the Electoral Commission to monitor and assist the process
12. Ensure there is sufficient, high level expertise available to councils to assist them to carry out the requirements of representation reviews competently and at reduced cost.
13. Create a greater decision making role for Electoral Commission or another independent body.

Consultation questions

- M.** How could the processes for representation reviews be improved to be more efficient and effective for councils and the community?
- N.** Is there additional support that could be provided to councils to carry out the requirements of representation reviews?
- O.** What role should the Electoral Commission have in representation reviews?

Item 8.8 – Smart City Strategy

ATTACHMENT 1 Smart City Strategy

ATTACHMENT 2 Smart City Project Status November 2017

Gawler



SMART CITY STRATEGY 2017-2020

Smart City solutions leverage information and communications technologies, not only to deliver higher quality services more efficiently, but also to realise significant operational cost savings and effect behaviour change in workers, businesses and the community as a whole. Partnering with digital leaders and the community we will embrace the digital age and deliver tangible and beneficial solutions

Smart City Overview and Objectives

Council is committed to engaging with Federal, State and Local Government and relevant business partners to deliver digital solutions that are efficient and reliable and add value for residents, businesses and visitors.

The Smart City Strategy will:

- ✓ Support digitally connected urban precincts that leverage private and not for profit investment with forward-thinking and community minded developers
- ✓ Promote the NBN rollout in growth areas and support developers to engage with relevant contractors
- ✓ Through Smart Planning support digital solutions for greenfield site developments
- ✓ Implement digital trends that are relevant for service delivery and information management
- ✓ Encourage improved land use through 3D modelling of the Town of Gawler
- ✓ Digitally connect and engage with the Community through Social Media and data analytics
- ✓ Facilitate the provision of digital channels and applications that connect the Community and enable them to engage with each other
- ✓ Encourage engagement with Council staff through digital channels and social media

Council is integrating smart city thinking through its Corporate Management Framework by:

- ✓ Leading by example and partnering with like-minded organisations
- ✓ Supporting all staff to be comfortable with digital disruption and build their digital skills
- ✓ Gathering information and interpreting customer needs to identify opportunities for digital service delivery
- ✓ Encouraging the use of digital channels such as intranet, blogs and social media
- ✓ Designing and implementing digital solutions and monitoring benefits realisation
- ✓ Undertaking an innovative approach to service improvement through digital solutions



The Role of Council

Council will actively advocate and partner with community groups and businesses to develop digital solutions. The provision of online interactions and information for community engagement and consultation will build the capacity to achieve better outcomes.

The Town of Gawler is well positioned to take advantage of digital communication channels, such as the NBN, and Council is at the forefront of pursuing best possible outcomes and solutions.

Smart City Principles have been developed through consultation and align with the Gawler Community Plan 2017-2027 defining Council's commitment to digital solutions.

Gawler Community Plan 2017-2027

Smart City Principles



Principle 1 Digital First

Using digital solutions to:

- Design a customer-centric digital strategy that facilitates Community aspirations
- Embed digital thinking in Council processes and projects
- Provide a visitor/customer experience through online interactions
- Encourage the rollout and adoption of the broadband network



Principle 2 Green Economy

Using digital solutions to:

- Manage and reduce waste, water and energy consumption
- Lead efficiency, effectiveness and sustainability in the use of resources
- Improve Community well-being and social equity
- Support sustainable social and economic development without degrading the environment



Principle 3 Smart Precincts

Using digital solutions to:

- Provide age friendly, safe and engaging spaces
- Provide multi use digital infrastructure (lighting, parking, history guide, charging ports)
- Provide solar energy supporting charging ports (devices, cars etc) in public spaces



Principle 4 Digitally Vibrant Communities

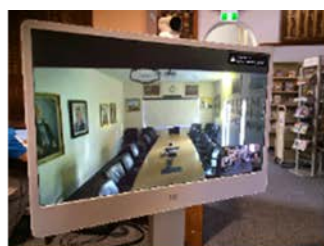
Using digital solutions to:

- Promote global access to the Gawler Heritage Collection
- Support a virtually connected Community
- Support a vibrant art community and creative arts
- Connect real-time with Gawler recreational strategies and activities

Current Smart Projects

Council is implementing the following projects:

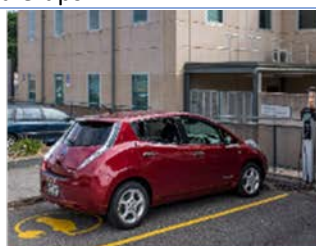
Principle	Digital Projects
<i>Digital First</i>	<ul style="list-style-type: none"> ✓ Online forms and editable pdfs ✓ Online Planning for development applications from lodgement to decision ✓ All library services on a mobile app ✓ RFID for customer service interaction, mobile circulations ✓ Town of Gawler Volunteer inductions online ✓ On the spot credit card payments for infringements ✓ On site invoicing and reporting for general and health inspections ✓ Digitising cemetery records ✓ Online payments ✓ Cloud solutions, such as Skytrust for incident management ✓ Instant upload of parking infringement notifications ✓ Scanning of banking files ✓ Online Section 7 property searches ✓ Continuously improve Council operations for customer service delivery
<i>Green Economy</i>	<ul style="list-style-type: none"> ✓ Gopher charging station ✓ Electric fleet vehicle ✓ Gawler Going Green – improving the energy efficiency of community facilities ✓ Irrigation app – central controller for Reserves ✓ InfoCouncil for Agendas and Minutes ✓ Best practice work environment (Gawler Administration) ✓ Electronic signatures ✓ Install LED lighting in Council buildings and carparks ✓ Introduce smart technologies for street poles and lighting to reduce energy consumption and maintenance
<i>Smart Precincts</i>	<ul style="list-style-type: none"> ✓ Corporate and Public wifi ✓ Social media communications including emergency events ✓ Online issue logging for customers ✓ LGA apps, My Local ✓ Update CCTV for Murray Street ✓ Electric car charging stations that are included in the national network ✓ GPS tracking – including vehicle monitoring ✓ Develop a Digital Parking Strategy to enable mobile apps to view availability and manage car parks ✓ Smart signals and cameras to minimise congestion and delays
<i>Digitally Vibrant Communities</i>	<ul style="list-style-type: none"> ✓ Audio Visual technology at the Swim Centre ✓ Collections online ✓ Update and modernise website to incorporate all form factors ✓ Explore beacon technology for interactive and personalised communication ✓ Introduce barcodes, information posts and interactive displays for memorials and the visitor centre ✓ Explore digital applications that provide more liveable township and precincts ✓ Explore grant funding opportunities ✓ Support business start-ups and scale-ups



Digital First



Green Economy



Smart Precincts



Digitally Vibrant Communities

Smart City Future Initiatives

The Town of Gawler welcomes open government that strengthens the community and improves services. With the introduction of high-speed connectivity, residents can engage with Council when it is convenient for them and is enthusiastic in developing digital solutions that inform and empower and engaged community.

These digital solutions include:

Principle	Digital Projects
<i>Digital First</i>	<ul style="list-style-type: none"> ✓ Mobility and flexibility for field staff ✓ Quantify benefits realisation in terms of quality, time and cost ✓ Online distribution of rates notices ✓
<i>Green Economy</i>	<ul style="list-style-type: none"> ✓ Develop an energy efficiency plan and perspective ✓ Solar panels Council buildings ✓ Develop and plan the Town of Gawler internet of everything ✓
<i>Smart Precincts</i>	<ul style="list-style-type: none"> ✓ Smart growth, Smart public realm ✓ Potts road to Tiver Road extension (30 Minute City) ✓ Smart technologies for marketing and promotion ✓ Solar powered connectors and digital electronic banners ✓ Integrate non public assets – Development applications - Aged Care ✓ Link Road – NBN ✓ 3D model and virtual planning for growth precincts ✓ Smart parking for timed parking and notifications ✓
<i>Digitally Vibrant Communities</i>	<ul style="list-style-type: none"> ✓ Stage 6 – LEDs and creative lighting ✓ Smart Poles ✓ Smart technologies for Community events ✓ Interpretive Centre for online collections ✓ Encourage and support builders to incorporate smart principles ✓ All Wars – RSL interpretive initiatives ✓ Digitisation of the Gawler heritage collection and library assets ✓

Benefits Realisation

As a Smart City, Council is exploring and building technologies to improve resident and community wellbeing and manage available resources such as roads and water in economically sustainable manner. The indicators for the key performance measures are identified in the Efficiency and Effectiveness Review.

Benefit	Indicator	Justification for Indicator	Benefit categorisation	Baseline data source/ frequency of collection	Target Year 1	Target Year 2	Target Year 3
			Financial Efficiency Savings				
High Performance	Smart Cities projects included in the Community Scorecard	Efficiency and Effectiveness Review 4.1 – Multi Departmental Recommendations	Efficiency	Efficiency and Effectiveness Review 4.1.1	5% longterm improvement in Community KPIs	5-10% longterm improvement in Community KPIs	10% longterm improvement in Community KPIs
Customer Enquiries	Email and internet are the preferred communication and self-help methods for development enquiries	Efficiency and Effectiveness Review 5.2 – Service Delivery	Efficiency	Efficiency and Effectiveness Review 5.2.3	5% productivity improvement	5-10% productivity improvement	10% productivity improvement
Process improvements Development	Paperless process for development assessments	Efficiency and Effectiveness Review 5.3 – Efficiency	Efficiency	Efficiency and Effectiveness Review 5.3.2	5% productivity improvement	5-10% productivity improvement	10% productivity improvement
Process improvements Regulatory	Leveraging Technology for Inspections, Invoicing and Expiations	Efficiency and Effectiveness Review 5.3 – Technology	Efficiency	Efficiency and Effectiveness Review 6.2.1	1% productivity improvement	1-3% productivity improvement	3% productivity improvement
Process improvements Assets	Improved planning on Engineering projects	Efficiency and Effectiveness Review 7.3 – Asset Planning	Efficiency	Efficiency and Effectiveness Review 7.3.1	20% productivity improvement	35% productivity improvement	50% productivity improvement

ATTACHMENT 2

Digital Projects	Funded	Sponsor/Owner	Status	Smart Principle	Estimated Actual Investment	Future Investment
Online forms and editable pdfs	Y	Donna	Completed	Digital First	Wages	
Online Planning for development applications from lodgement to decision		David Bielatowicz	Completed	Digital First	\$10,000.00	\$28,000.00
On the spot credit card payments for infringements	Y	Jack/Finance	Completed	Digital First	\$1,000.00	
Digitising cemetery records		Meagan	Completed	Digital First	\$30,000.00	
Online payments	Y	Finance	Completed	Digital First	\$40,000.00	
Instant upload of parking infringement notifications	Y	Jack	Completed	Digital First	\$20,000.00	
Scanning of banking files	Y	Finance	Completed	Digital First	Wages	
RFID for customer service interaction, mobile circulations	Y	Chiah	In progress	Digital First		\$100,000.00
On site invoicing and reporting for general and health inspections	Y	Jack/Finance	In Progress	Digital First	\$20,000.00	\$20,000.00
Cloud solutions, such as Skytrust for incident management	Y	IT	In progress	Digital First	Wages	\$50,000.00
Online Section 7 property searches		David Bielatowicz	In progress	Digital First	\$5,000.00	
Continuously improve Council operations for customer service delivery	Y	Chiah	In progress	Digital First	Wages	
Mobility and flexibility for field staff		Depot/Jack	In-progress	Digital First	\$20,000.00	
All library services and programmes		Chiah		Digital First		\$10,000.00
Town of Gawler Volunteer inductions online		Bryce		Digital First		
Update and modernise website to incorporate all form factors	Y	IT	Completed	Digitally Vibrant Communities	\$60,000.00	
Explore grant funding opportunities	Y	David Barrett	In progress	Digitally Vibrant Communities	\$40,000.00	
Introduce barcodes, information posts and interactive displays for memorials and the visitor centre	N	David Barrett	Smart Cities	Digitally Vibrant Communities		
Support business start-ups and scale-ups	Y	David Barrett	Smart Cities	Digitally Vibrant Communities		
Explore beacon technology for interactive and personalised communication		Chiah/Ryan/Sam	Smart Cities	Digitally Vibrant Communities		
Explore digital applications that provide more liveable township and precincts		Ryan/Bielatowicz	Smart Cities	Digitally Vibrant Communities		
Audio Visual technology at the Swim Centre		Dael		Digitally Vibrant Communities	\$25,000.00	
Collections online		Chiah		Digitally Vibrant Communities	Wages	
Gopher charging station		Rebecca	Completed	Green Economy	\$11,000.00	\$5,000.00
Electric fleet vehicle		Sam	Completed	Green Economy	\$30,000.00	
Gawler Going Green – improving the energy efficiency of community facilities	Y	Rebecca	Completed	Green Economy	\$90,000.00	
Irrigation app – central controller for Reserves	Y	Depot	Completed	Green Economy	\$10,000.00	
Electronic signatures	Y	IT	Completed	Green Economy	\$4,000.00	
Install LED lighting in Council buildings and carparks	Y	Rebecca	In Progress	Green Economy	\$30,000.00	\$95,000.00
InfoCouncil for Agendas and Minutes	Y	Governance	In Progress	Green Economy	\$30,000.00	
Best practice work environment (Gawler Administration)		Rebecca	In progress	Green Economy	Wages	
Solar panels and other Electricity Generation or savings for Council buildings	N	Rebecca	Not started	Green Economy	\$50,000.00	\$150,000.00
Introduce smart technologies for street poles and lighting to reduce energy consumption and maintenance		Sam	Smart Cities	Green Economy		
Social media communications including emergency events	Y	Donna	Completed	Smart Precincts	Wages	
LGA apps, My Local		IT	Completed	Smart Precincts	Wages	
GPS tracking – including vehicle monitoring	Y	Depot/Jack	Completed	Smart Precincts	\$10,000.00	
Electric car charging stations that are included in the national network		Rebecca	Completed	Smart Precincts	\$11,000.00	
Corporate and Public wifi	Y	IT/Rebecca	Corporate completed	Smart Precincts	\$25,000.00	\$100,000.00
Update CCTV for Murray Street	Y	IT/Rebecca	In progress	Smart Precincts		\$200,000.00
Civic Centre IT fitout	Y	David Barrett	Not started	Smart Precincts		\$250,000.00
Online issue logging for customers		Ryan		Smart Precincts	\$5,000.00	
Sub-Total Currently Funded Projects					\$577,000.00	\$1,008,000.00
Town of Gawler Investment in Smart Cities Initiatives						\$536,000.00
Town of Gawler Investment in Business Innovation Hub Capital Works						\$1,100,000.00
Total Investment					\$577,000.00	\$2,644,000.00

Item 8.9 – Tour Down Under 2019

ATTACHMENT 1

Tour Down Under 2019 Expression of Interest

Events South Australia is seeking applicants to become Official Host Councils for the 2019 Santos Tour Down Under and Santos Women's Tour Down Under.

Please complete all details in this expression of interest (EOI) by Monday 5 February 2018. Submitting an EOI does not guarantee or commit your council to hosting a stage in 2019. Applications can be completed online or print, complete and email this form to annunziata.thompson@sa.gov.au

To expedite the planning process, it is suggested that councils submitting an EOI present their proposal to their council **in confidence** by the beginning of February, with the aim of obtaining in principle council support.

Once EOI's have closed the applicant information will be assessed, race routes designed and then councils will be contacted to obtain further information, advise if they have been successful or unsuccessful.

Should you have any questions regarding submitting an expression of interest form please email annunziata.thompson@sa.gov.au

Council/Business Name:

Contact Name:

Position:

Contact Number:

Email Address:

Has in principle council support been received? ☐ Yes ☐ No

How long would it take to obtain final council approval for hosting a stage once notified you were successful?

What is the date of the first council meeting once expressions of interest have closed?

What part of a Santos Tour Down Under (men's race) stage are council interested in hosting?

please select one or more options below

☐ **Start**

\$15,000* (ex GST)

☐ **Bupa Challenge Tour Start**

\$25,000* (ex GST)

☐ **Finish**

\$20,000* (ex GST)

☐ **Bupa Challenge Tour Finish**

\$25,000* (ex GST)

☐ **Start and Finish** (Both in your council area)

POA

*Prices are correct as at 1 November 2017, however the South Australian Tourism Commission reserves the right to review these costs in February 2018.

What part of a Santos Women's Tour Down Under (women's race) are council interested in hosting?

please select one or more options below

☐ **Start***

☐ **Finish***

☐ **Start and Finish*** (Both in your council area)

*There are currently no hosting fees associated with the women's stages

If successful is there a town/s that you would like to put forward for consideration as the start / finish location?

If successful in securing a start and/or finish would council intend to hold any associated events within your region?

☐ Yes

☐ No

Briefly outline details:

Does council intend to enter into a joint venture to host a start or finish?

Councils are welcome to host the Santos Tour Down Under / Santos Women's Tour Down Under in a joint venture with a local business partner(s) to share the cost of fees and activities. However, only 1 logo will be represented in collateral (i.e. council logo or business partner logo). Contracted hosting benefits will not be doubled to give to each partner; however, the benefits can be split amongst the hosting partners.

☐ Yes

☐ No

If yes, what is the name of the partner for the joint venture?

Official Host Councils will receive the following benefits

Benefits for host councils include;

- Council logo featured in the Santos Tour Down Under brochure (≈10,000)
- A block mounted Santos Tour Down Under / Santos Women's Tour Down Under stage map with point to point information to display;
- Council logo on the Santos Tour Down Under website with link to nominated council website page
- Council logo inclusion in the Santos Tour Down Under sponsor reel at selected associated functions;
- Promotion of any councils associated activities on the TDU website and in the official program under the Santos Festival of Cycling Calendar (≈115,000 distributed onsite and in The Advertiser);
- 4 x host council corflute signs on the track in your area (signs to be supplied by council)
- 1 x vehicle in the Subaru Tour Parade for Council promotion (vehicle provided by Tour Down Under)
- Invitation to the 2018 Santos Tour Down Under event launch and other networking functions throughout the year
- Invitation for the Mayor to officially start the race or present the stage winner awards
- Invitation to include council event / region messaging in the onsite commentary script

Council Hosting Requirements

As a Host Council for both the Santos Tour Down Under and Santos Women's Tour Down Under there are some minimum requirements that must be met. Some of these may have associated costs that councils are required to cover.

- Must be accessible within a 2-hr drive of the Adelaide CBD;
- Implementation of any required road closures and parking restrictions at the host town and any sprint or king of the mountain locations (council to cover costs);
- Removal of any traffic obstacles that affect the race, including traffic islands/round-a-bouts (council to cover costs);
- Provision of waste reciprocals and public facilities at the start / finish location
- Notification to residents and businesses of road closures (council to cover costs);
- Insurance and public liability covering any associated events, activities, entertainment, volunteers, staff, etc. organised by the host council;
- Access to venues/parklands/ovals at no cost to facilitate event start or finish (including requirements of the Bupa Challenge Tour);
- Correct use of logo and names associated with the Santos Tour Down Under / Santos Women's Tour Down Under
- Cooperation with events official sponsors and preferred suppliers, including any exclusivity arrangements;
- Cooperation with other event requirements (i.e. Location of merchandise van, parking restrictions to enable staff/VIP parking, presentation stage), including approval by Events Operations Manager to use council infrastructure or positioning requirements;
- Councils are encouraged to coordinate activities for locals, spectators and visitors to promote the 'Santos Festival of Cycling' atmosphere;
- Councils are encouraged to enter the 'Santos Best Dressed Town Competition' not only for the hosting town but also others along the race routes.

Please note there may be some additional hosting costs involved in hosting the Bupa Challenge Tour. Please contact the Santos Tour Down Under Event Manager on 8463 4702 should you require further information regarding this.

About the Santos Tour Down Under

The Santos Tour Down Under Australia's premier international cycling race, is an integral part of South Australia's major event calendar that now attracts over 839,000 spectators annually, showcasing South Australia to the world. Staged annually since 1999, the event brings top professional cycling teams, many seen in the Tour de France, to race the streets of Adelaide and regional South Australia over six stages (one stage per day).

2017 Key Performance Indicators

	2017 Event	2016 Event
Total Attendance (Crowd Figures)	839,000	795,000
Total Visitors (to the state who attended Santos TDU)	48,582	42,990
Event Specific Visitors (not including children under 17)	43,000	39,000
Economic Impact	\$56.5m	\$49.6m
Media Coverage	\$202m	\$258m

The figures above are inclusive of both the Santos Tour Down Under and Santos Women's Tour Down Under.

Crowd attendance at each 2017 stage was as follows

Race stage	Start & Finish location	Crowd Attendance
Classic	Adelaide	114,682
Stage 1	Unley to Lyndoch	109,546
Stage 2	Stirling to Paracombe	100,068
Stage 3	Glenelg to Victor Harbor	114,235
Stage 4	Norwood to Campbelltown	141,708
Stage 5	McLaren Vale – Willunga Hill	135,254
Stage 6	Adelaide	124,291

Currently stage figures are only recorded for the Santos Tour Down Under

Item 8.10 – Grants Update

ATTACHMENT 1	Grants Reconciliation Report as at December 2017
ATTACHMENT 2	Smart Cities and Suburbs Round 1 Successful Projects

Project Name	Grant Name	Department	State / Federal	Strategy	Project Description	Date Submitted	Grant Cash	Grant In-Kind	Other Cash	Other In-Kind	Council Cash	Council In-Kind	Total Project Funds	Grant Status	Agreement Status	Grant Funds Received	Project Status %	Responsible Officer	Motion No	TRIM No	Milestone Status	Financial Acquitall Due	Acquitall No.	Next Milestone Due	To be Completed by	Comments	
1	Gawler Urban Rivers Biodiversity Project - Year 5 of 5.	Adelaide & Mount Lofty Ranges Natural Resources Management Board	State	Environment	The Gawler Rivers Biodiversity project is inclusive of removal of woody weeds, biodiversity planting, erosion control and rehabilitation of S/Water outlets within the riparian zones under the control of council for the Gawler River corridors (inclusive of the North & South para Rivers) within the municipality of Gawler	13/02/2014	\$50,000	\$10,000			\$60,000		\$120,000	Successful	Received	0%	20%	Peter Young		CC14/13443						Planning on year 5 program is complete and approved by working party. Plan has been submitted to NRM Board for approval. Planting scheduled for summer months. The \$10,000 grant in-kind contribution relates to works undertaken by the NRM Board's Gawler office, previously reported as grant cash.	
2	Gawler Civic Centre	National Stronger Regions Fund	Federal	Area	To transform the iconic State Heritage listed Gawler Town Hall and Gawler Institute through a combination of adaptive reuse and restoration that will create an architecturally significant hub for government, economic, cultural, and social enterprise.	27/11/2014	\$5,600,000				\$8,711,415		\$14,311,415	Successful	Executed between both parties	35%	35%	Richard Wunderlich		CC12/486	Progress payment 1: \$256,041 - received 17/05/2017. Progress payment 2: \$498,467 - received 11/07/2017. Progress Payment 3: \$1,196,152 - received 20/11/2017				15/02/2019	Council has requested a variation to the delivery time of the remaining milestones in line with the revised schedule, as follows: Report 4: 60% complete - 15/02/2018 - Invoice amount \$1,422,062 Report 5: 90% complete - 15/09/2018 - Invoice amount \$1,555,444 Report 6: 100% complete 15/02/2019 - Invoice amount \$671,834	
3	Murray Street Upgrade - Stage 6		Special Local Roads	State	Adelaide Road upgrade (from Mitre 10 to Murray Street)		\$600,000				\$480,000		\$1,080,000	Successful		100%		Angelo Lanzilli									
4	Gawler Bridge Structural Remediation and Renewal Project	Bridges Renewal Programme Round Two	Department of Infrastructure and Regional Development	Federal	Identity	Essential works to the Gawler Bridge deck, pillars and underdeck that comply with SA heritage requirements.	31/08/2015	\$660,000			\$660,000		\$1,320,000	Successful		100%	50%	Angelo Lanzilli	EFC-2015-08-08	CC14/1208							Project design is 90% complete and has been adopted by Council. esented to Council for final review. Tender scope under development and will be called by end 2017. Proposal for project to be rolled over to next financial year is included in current budget approval process.
5	On the Move: Gawler Active Town Precinct Project (Pioneer park)	National Stronger Regions Fund Round 3	National Stronger Regions Fund	Federal		20/03/2016	\$59,479				\$72,697	\$120,000	\$252,176	Successful	Executed between both parties	50%	85%	Marco Linsalata		CC16/1320	Milestone 1 Report was forwarded to the Australian Government on 30/6/17. Milestone 2 required project to be 50% completed by 14/9/17.	Payment 1: 26/10/17 - \$29,740 Payment 2: 18/1/18 \$29,740		Milestone 1 31/5/17 Milestone 2 - 14/9/17 Milestone 3 - 1/12/17	01/12/2017	Project on track for completion prior to 1/12/17. Official opening event dates sent to Australian Government in September for consideration and approval. As at 22/11/17 still waiting on confirmation of approved date.	
6	Youth Network Grant	Youth Network Grant	Department for Communities and Social Inclusion	State	Our Community	The funding will assist with costs associated with consulting and engaging Gawler's young people on the Youth Plan.	08/03/2016	\$10,000					\$10,000	Successful		50%	25%	Ebony Steadman		CC17/302						30/06/2018	\$5,000 grant was received for 2016/17 financial year. This grant was fully expended by June 30 2017. A financial aquittal has been provided to and satisfied the grant body. A further \$5,000 has been granted for the 2017/18 financial year.
9	VACSWIM 2016-21	VACSWIM	Office for Recreation and Sport	State	Our Community	A swim and survive program teaching school aged children basic water survival skills.	03/04/2017	\$2,850					\$2,850	Successful		0%	0%	Dael Redmond		CC15/882							The funding application sought an annual contribution for four years. The Office for Recreation and Sport has advised that Council has been pre-approved for the remaining three years. Funding amounts for subsequent years will be allocated annually, according the number of students in the program. .
10	National Reconciliation Week 2017	Indigenous Advancement Strategy Funding	Office of the Prime Minister and Cabinet	Federal	Our Community	Working in partnership with the local aboriginal community, this funding will be utilised to assist with costs of local National Reconciliation Week activities.	27/04/2017	\$5,000					\$5,000	Successful	Received and confirmed			Linda Weiss		CC17/546							The funds will be used towards Reconciliation activities and events for next year.
11	Town of Gawler Biodiversity Management Plan		Adelaide & Mount Lofty Ranges Natural Resources Management Board	State	Environment	Development of a Biodiversity Management Plan for the Town of Gawler.		\$29,500			\$60,000		\$89,500	Successful	Grant offer has been accepted	100%	0%	Ben DeGiilio	2016/12/515	TC17/9							\$30,000 has been allocated in the 2017/18 for this project, with an additional \$30,000 proposed to be reallocated from the 2016/17 budget in first quarter budget review, bringing the proposed total Council contribution for this project to \$60,000.
12	Keeping Safe: Gawler CCTV Community Project	CCTV Grants Program	Attorney General's Department	State	Our Community	The upgrade of the CCTV system in key areas of Gawler to improve connectivity and enable real time data that the Police can access to assist in the effective management of crime, vandalism, accidents and anti-social behaviour.	30/05/2017	\$100,000			\$100,000	\$85,000	\$285,000	Successful	Grant offer has been accepted	75%	0%	David Barrett	2017/04/133	CC17/275	Final report to be provided within two months of the end of the Funding Period					Project on hold, pending the outcome of the Smart Cities and Suburbs grant application.	
13	Virtual Vibrancy	Smart Cities and Suburbs Program		Federal	Our Community	Virtual Vibrancy will create a virtually connected smart community using innovative, multi-use, digital infrastructure for public data solutions.	30/06/2017	\$438,500			\$538,000	\$1,031,000	\$2,005,500	Unsuccessful				David Barrett	2017/06/217	CC16/1433							
14	Pioneer Park War Memorial	Saluting Their Service: Major Commemorative Grant	Department of Veterans' Affairs	Federal	Our Community	The installation of a new War Memorial in Pioneer Park	30/06/2017	\$131,227							Pending				David Barrett	2017/06/219	CC17/508						The DVA has advised that due to the large number of applications received, there will be a delay in processing applications and the assessment process is expected to take several months.
15	Pioneer Park War Memorial	Public Art and Design - Major Commission Funding	Arts South Australia	State	Our Community	The installation of a new War Memorial in Pioneer Park	18/08/2017	\$80,000		\$51,863	\$106,127	\$65,500	\$303,490	Successful	Executed between both parties	100%			David Barrett	2017/06/281	CC17/916						The total cost for this project includes the Stronger Communities and Armistice Centenary Grants.
16	Pioneer Park War Memorial	Stronger Communities - Round 3	Department of Industry, Innovation and Science	Federal	Our Community	The installation of a new War Memorial in Pioneer Park	20/09/2017	\$20,000			\$20,000		\$40,000	Pending					David Barrett	2017-07-250	CC17/915						Please refer to Item 15 for Council contribution for this project. Figures will be updated once the outcome of grant applications is known.
17	Pioneer Park War Memorial	Armistice Centenary Grant Program	Department of Veterans' Affairs	Federal	Our Community	The installation of a new War Memorial in Pioneer Park	17/11/2017	\$50,000					\$50,000	Pending													Please refer to Item 15 for Council contribution for this project. Figures will be updated once the outcome of grant applications is known.
18	SA Youth Week	SA Youth Week Grant	Department of Communities and Social Inclusion	State	Our Community	Funding of SA Youth Week 2018 activities	19/09/2017	\$3,000		\$3,000	\$1,200	\$7,000	\$7,000	\$21,200	Pending				Ebony Steadman	2017-10-365	CC17/1028						\$3,000 cash contribution from Rotary Clubs of Gawler. \$1,200 in-kind support from Service Clubs.
19	Gawler Regional Civic Inclusion Project	Inclusive Communities Grant Program		Federal	Our Community			\$487,500					\$487,500	Pending						2017-08-271	CC17/633						
20	Gawler Aquatic Centre Female changeroom upgrade	Female Facilities Program	Office for Recreation and Sport	State	Our Community		09/10/2017	\$300,000			\$75,000		\$375,000	Pending					Bryce Norton	2017-10-345							
21	Gawler Sport & Community Centre - resurface of the Stadium floor	Sporting Surfaces Program	Office for Recreation and Sport	State	Our Community	Resurface of stadium floor at the Gawler Sport & Community Centre with new concrete floor with acrylic finish.	09/10/2017	\$175,000			\$75,000		\$250,000	Pending					Bryce Norton	2017-09-309	CC17/1051						Applicants will be notified after 31 January 2018.

Town of Gawler
Grant Reconciliation Report
December 2017

	Project Name	Grant Name	Department	State / Federal	Strategy	Project Description	Date Submitted	Grant Cash	Grant In-Kind	Other Cash	Other In-Kind	Council Cash	Council In-Kind	Total Project Funds	Grant Status	Agreement Status	Grant Funds Received	Project Status %	Responsible Officer	Motion No	TRIM No	Milestone Status	Financial Acquitall Due	Acquitall No.	Next Milestone Due	To be Completed by	Comments
22	Gawler Nature Play Space - Elliott Goodger Park	Open Space Grant	Department of Planning, Transport & Infrastructure	State	Our Community		20/10/2017	\$77,290				\$80,000		\$157,290	Pending					2017-10-351	CC17/1023						
23	Walker Place: Gawler Central Urban Precinct Project	Places for People	Department of Planning, Transport & Infrastructure	State	Our Community	Development of Walker Places, being Stage 1 of the Gawler Central Urban Precinct.	20/10/2017	\$1,006,361				\$1,275,639		\$2,282,000	Pending				Joe Cavallo	2017-10-350	CC17/1023						
Totals								\$9,885,707	\$10,000	\$54,863	\$1,200	\$12,318,878	\$1,308,500	\$23,447,921													

	Grant Cash	Grant In-Kind	Other Cash	Other In-Kind	Council Cash	Council In-Kind	Total Project Funds
Pending	\$2,250,378	\$0	\$3,000	\$1,200	\$1,532,639	\$7,000	\$3,662,990
Successful	\$7,196,829	\$10,000	\$51,863	\$0	\$10,250,239	\$270,500	\$17,779,431
Sub-Totals	\$9,447,207	\$10,000	\$54,863	\$1,200	\$11,782,878	\$277,500	\$21,442,421
Unsuccessful	\$438,500	\$0	\$0	\$0	\$536,000	\$1,031,000	\$2,005,500
Totals	\$9,885,707	\$10,000	\$54,863	\$1,200	\$12,318,878	\$1,308,500	\$23,447,921

Smart Cities and Suburbs Round 1 Successful Projects

Project Title	Lead applicant	Project location	Grant Amount	Co-contribution	Total
ACT					
Smart Precinct Woden	Ecospectral Pty Ltd	Woden, ACT	\$110,000	\$110,000	\$220,000
TAS					
Launceston City 3D modelling	Launceston City Council	Launceston, TAS	\$1,580,000	\$2,056,800	\$3,636,800
NT					
Switching on Darwin	City of Darwin	Darwin City, NT	\$5,000,000	\$5,000,000	\$10,000,000
Smart Ways to Reduce Waste, Alice Springs	Charles Darwin University	Alice Springs, NT	\$251,410	\$251,411	\$502,821
SA					
Heywood Park Smart City Precinct	Corporation of the City of Unley	Heywood Park Unley, SA	\$240,000	\$240,000	\$480,000
Smart Access to Community Services, Mid Murray Region	Mid Murray Council	Mid Murray Region, SA	\$195,426	\$353,854	\$549,280
Smart Tourist Town, Kapunda	Light Regional Council	Kapunda, SA	\$159,224	\$840,000	\$999,224
Connected Cities, Prospect	City of Prospect	City of Prospect, City of Burnside, City of Port Adelaide Enfield, City of Playford, Campbelltown City Council areas of SA	\$144,900	\$145,000	\$289,900
Smart Active Transport, Port Adelaide	City of Port Adelaide Enfield	Port Adelaide, SA	\$100,000	\$100,000	\$200,000
Connecting Communities in Alexandrina	Alexandrina Council	Goolwa, Ashbourne, Strathalbyn, Port Elliot, Langhorne Creek, Milyang and Mount Compass, SA	\$100,000	\$154,920	\$254,920

QLD					
Reducing Urban Impacts on the Great Barrier Reef	Cairns Regional Council	Cairns City, QLD	\$827,894	\$827,894	\$1,655,788
Smart Parking, North Lakes	Moreton Bay Regional Council	North Lakes, QLD	\$450,000	\$450,000	\$900,000
Interactive Development Platform, Ipswich	V2i Pty Ltd	Ripley Valley, Ipswich, QLD	\$333,000	\$407,000	\$740,000
Sustainable Urban Growth, Bells Creek	The University of Queensland	Bells Creek, QLD	\$205,000	\$235,000	\$440,000
Yeppoon Town Centre Smart Precinct Project	Livingstone Shire Council	Yeppoon, QLD	\$200,000	\$200,000	\$400,000
Automated Traffic Management, Fraser Coast	Fraser Coast Regional Council	Maryborough and Hervey Bay, QLD	\$152,500	\$152,500	\$305,000
Digital Permits for Disability Parking, Rockhampton	Rockhampton Regional Council	Rockhampton City, QLD	\$125,000	\$125,000	\$250,000
Streamlined Access to Community Services, Moreton Bay	Moreton Bay Regional Council	Moreton Bay Regional Council, QLD	\$100,000	\$100,000	\$200,000
WA					
Resilient Energy and Water Systems, Fremantle	Curtin University	Fremantle, WA	\$2,578,099	\$5,682,914	\$8,261,013
Smart Cities Collaboration, Perth	City of Perth	Perth, WA	\$1,314,494	\$1,314,494	\$2,628,988
Smart Monitoring and Management, Yellagonga Wetlands	City of Joondalup	Yellagonga Regional Park, WA	\$867,000	\$1,182,000	\$2,049,000
RailSmart Planning, Wanneroo	University of Western Australia	Wanneroo, WA	\$500,000	\$500,000	\$1,000,000
Automated Vehicle Trial, Perth	RAC WA Holdings Pty Ltd	South Perth, WA	\$490,000	\$490,000	\$980,000
Solar Energy Solutions, Broome	Waardi Limited	Broome, WA	\$190,200	\$190,300	\$380,500

Energy Efficient Housing, South Perth	City of Gosnells	City of Gosnells, Shire of Serpentine Jarrahdale and City of Armadale council areas, WA	\$132,781	\$132,782	\$265,563
Smart Emergency and Fire Management, Collie	Shire of Collie	Collie, WA	\$118,088	\$128,088	\$246,176
VIC					
Latrobe Valley Sensor Network	Attentis Pty Ltd	Morwell - Latrobe Valley, VIC	\$731,170	\$731,170	\$1,462,340
Clever and Creative Geelong	City of Greater Geelong	Geelong, VIC	\$415,000	\$581,000	\$996,000
Interactive city management in Melbourne	Royal Melbourne Institute of Technology	Brimbank City, Kingston City, Port Phillip City, VIC	\$400,000	\$471,045	\$871,045
3D City Planning of Moreland Council	Moreland City Council	Moreland City Council area, VIC	\$396,900	\$407,300	\$804,200
Smart Planning and Design, Melbourne	Melbourne City Council	Melbourne, VIC	\$350,000	\$350,000	\$700,000
Smart Planning, Werribee	Wyndham City Council	Werribee, VIC	\$294,820	\$300,000	\$594,820
Smart Redevelopment, Victoria	Maroondah City Council	City of Maroondah, VIC	\$225,000	\$225,000	\$450,000
Smart Community Services for the Southern Grampians	Southern Grampians Shire Council	Southern Grampians Shire, Hamilton, VIC	\$150,000	\$150,000	\$300,000
City of Yarra Smart Waste Program	Connectsus Pty Ltd	City of Yarra, VIC	\$120,000	\$120,000	\$240,000
Smart Active Transport - Urban Heat Maps for Bendigo	Royal Melbourne Institute of Technology	Bendigo, VIC	\$118,235	\$130,000	\$248,235
Smart Transport and Precinct Planning, Atherstone	Lendlease Communities (Atherstone) Pty Ltd,	Melton, VIC	\$100,000	\$100,000	\$200,000
NSW					

Smart Move Newcastle: Intelligent Mobility, Energy and Data Networks	Newcastle City Council	Newcastle, NSW	\$4,983,680	\$10,008,926	\$14,992,606
Smart Transport, Macquarie Park	Macquarie University	Macquarie Park, NSW	\$499,000	\$500,000	\$999,000
Smart Regional City, Queanbeyan	Queanbeyan-Palerang Regional Council	Queanbeyan, NSW	\$452,168	\$452,168	\$904,336
Liveable Neighbourhoods in Lake Macquarie and Sydney City	University of Technology Sydney	Lake Macquarie and Sydney City, NSW	\$433,000	\$433,000	\$866,000
Energy Data for Smart Decision Making	Australian PV Institute Limited	Byron Bay NSW, Bendigo VIC, Ku-ring-gai NSW, Waverly NSW, Banyule VIC, Canterbury NSW, Bankstown NSW, Northern Beaches of Sydney NSW, Manningham, VIC, Towong	\$430,000	\$462,000	\$892,000
Smart Transport, Randwick	NOUS Technology Pty Ltd	Randwick, NSW	\$400,000	\$420,000	\$820,000
Smart Mobility, Sydney	The Council of the City of Sydney	Sydney, NSW	\$340,000	\$340,000	\$680,000
Smart Community Infrastructure, Sydney	The University of New South Wales	Georges City Council, NSW	\$296,943	\$360,799	\$657,742
Community Wi-Fi and Open Data, Bathurst	Bathurst Regional Council	Bathurst, NSW	\$152,500	\$152,500	\$305,000
Smart Strategic Planning, Byron	Byron Shire Council	Mullumbimby, NSW	\$143,125	\$144,375	\$287,500
Smart Active Transport, Liverpool	Liverpool City Council	Liverpool, NSW	\$120,000	\$120,000	\$240,000
3D Technology for Urban Planning in Woollahra	Council of the Municipality of Woollahra	Woollahra, NSW	\$115,000	\$185,000	\$300,000

Smart parking, Central Coast	Central Coast Council	Terrigal and Gosford, NSW	\$113,657	\$163,658	\$277,315
Goldenfields Water App	Goldenfields Water County Council	Temora, NSW	\$100,000	\$100,000	\$200,000
Community Participation in Smart Urban Planning for Logan and Canada Bay	University of Sydney	Logan, QLD and Canada Bay, NSW	\$100,000	\$100,000	\$200,000

Item 8.11 – Fund My Neighbourhood Update

ATTACHMENT 1

Fund My Neighbourhood community voting outcomes

FUND MY NEIGHBOURHOOD COMMUNITY VOTING OUTCOMES

SUCCESSFUL PROJECTS - FUNDED

Project Description	Sponsor	Budget	Votes received
Mobile Food Trailer Servicing the Gawler Area Purpose built mobile trailer providing food for disadvantaged residents. Offering free food and beverages for Gawler's disadvantaged at various locations where the need arises.	Community Central/ Hope Chapel Incorporated	\$25,000	188 - Funded
Willo's Mens Shed – New Workshop to assist with community projects <i>Council Administration comments during verification process: Subject to the size and proposed location of the shed, the lease may require revisions. Development Application will be required. Environmental factors (flood zone and site contamination) need to be considered.</i>	Gawler Rotary Club	\$20,000	136 -Funded
Special Needs Indoor Play Area with Sensory Chill Out Room For children with special needs at the new Salvation Army Riverside Centre.	Gawler Salvation Army	\$120,000	119 – Funded
Gawler Primary School Nature Play, Science and Outdoor Classroom Primary school nature play area, science centrepiece and outdoor classroom	Gawler Primary School	\$15,000	118 – Funded
Apex Park Gawler Upgrade Replacement of the existing dated benches and chairs as well as install several new tables/seating. <i>Council Administration comments during verification process: DDA access requirements. Heritage advice will need to be sought. Gawler Apex Club Inc. will need to liaise closely with Council to ensure appropriate materials are utilised.</i>	Gawler Apex Club	\$20,000	114 - Funded

Project Description	Sponsor	Budget	Votes received
<p>Riverside Delight – a natural escape down by the Riverside</p> <p>A native riverside Bush Garden alongside the North Para River. Non-native vegetation will continually be removed and replaced with SA natives on three levels by the Riverside, creating a totally accessible Riverine environment that attracts native flora and fauna. Includes benches, pergolas, bird hides and shady nooks. Education will also be a key with a monthly environmental 'look out list' provided so everyone can join in with the rhythms of the natural world season by season.</p> <p>Council Administration comments during verification process: <i>Natural Resources Management Board approval, potential Environmental considerations.</i></p>	Salvation Army Gawler Corps	\$62,000	111 – Funded
<p>A 'Different' Free community bus</p> <p>Logistic support for the Riverside Salvos Community Centre. It will used to ferry pre and after school care children Bus to transport disadvantaged people in the community to appointments</p>	Salvation Army Gawler Corps	\$86,220	110 – Funded
<p>Wheels in Motion – Gawler</p> <p>A program to assist disadvantaged and at risk young people aged between 17 and 25 across the Gawler area overcome a major barrier to their employment and further education by assisting them to access driver experience enabling them to qualify for their P's</p>	Rotary Club of Gawler Light	\$40,000	108 – Funded
<p>BMX Pump Track at Willaston</p> <p>Community BMX bike and scooter pump track</p> <p>Council Administration comments during verification process: <i>Environmental requirements, safety considerations and lease may need to be revised. Development Application may be required should lighting be required.</i></p>	Gawler BMX Club Incorporated	\$55,000	107 – Funded

Project Description	Sponsor	Budget	Votes received
<p>Gawler Oval Grandstand Sheltering</p> <p>Shelter over the seating of the Gawler Oval Grandstands</p> <p><i>Council Administration comments during verification process: Environmental requirements, safety considerations and lease may need to be revised. Development Application will be required.</i></p>	Gawler Central Football Club	\$150,000	104 – Funded
<p>Dog and Recreation Park - Create a Dog, fitness and play area with Parking.</p> <p>A dog park is currently allocated in the 2017/18 budget, with Clonlea Park being the preferred location. Therefore a dog park is ineligible for this Funding Program.</p> <p>Council recommended during the verification process that this project be amended to fund the adult recreation aspect of this idea, including fitness stations and a shade structure that could be located near (or as part of) the proposed Clonlea Park dog park. The project costs were estimated on this basis.</p> <p>During the voting process, this idea included a disclaimer that the scope of a suggested project may need to be varied (or has already been varied) on the recommendation of the sponsoring organisation. Therefore, the project description may not reflect the full and final scope for the project which will be delivered.</p> <p><i>Council Administration comments during verification process: Environmental factors, Disability Discrimination Act (DDA) compliance, Animal Management Plan, Dog and Cat Management Act 1995 compliance and Development Application may be required.</i></p>	Town of Gawler	\$70,000	102 - Funded
<p>Open Access Community Playground and Garden Update</p> <p>To provide a new, vibrant and safer community playgroup environment for all families who attend the Busy Bee's Playgroup whilst being accessible 24/7 for public access. Includes community garden, upgrade of outdoor play equipment, new couches for playgroup use indoors.</p>	The Uniting Church in Australia	\$89,728	91 - Funded

Project Description	Sponsor	Budget	Votes received
Gawler Road Safety Group Speed Trailer The purchase of a new message sign speed trailer.	Gawler Road Safety Group Inc.	\$25,000	88 – Funded
Kitchen and Dining area Upgrade for The Community House <i>Council Administration comments during verification process:</i> Development Application may be required.	Gawler Neighbourhood House Inc	\$55,000	87 – Funded
Gawler Community Care Hub Establish a single connection point for delivering community service guidance. Database of all service providers in the region to help people navigate the number of services on offer.	Salt Church Inc.	\$150,000	85 – Funded

UNSUCCESSFUL PROJECTS – NOT FUNDED

Project Description	Sponsor	Budget	Votes received
The installation of a heating and cooling split system to make the Gawler Bowling Club more comfortable and welcoming to the community.	Gawler Bowling Club Incorporated.	\$30,000	82
Gawler Veteran, Vintage and Classic Vehicle Club clubrooms/workshop	Gawler Veteran, Vintage and Classic Vehicle Club	\$150,000	82
Willaston Community Garden	Scosa	\$34,500	76
Pioneer Park War Memorial	RSL Gawler Sub-Branch	\$150,000	70
Peaceful kids – 8 week mindfulness program for children	St Peter and Paul's Catholic Parish	\$11,482	67
Placement onto Trove of three Gawler newspapers from the 1800s	Gawler History Team	\$10,000	64
Lighting Upgrade Hallam Drive	Gawler and District Netball Association	\$150,000	62
Gawler Parents Room	Town of Gawler	\$75,000	62
Playground in Reid	Town of Gawler	\$150,000	61
Gawler Walking Track Mosaics	Rotary Club of Gawler	\$70,000	59
Hands-on training to get a real job	Salvation Army Gawler Corps	\$66,800	59
Playground Elliott Goodger Memorial Park	Town of Gawler	\$150,000	59
Courts for Willaston Netball Club – courts resurface	Willaston Netball Club	\$50,000	57
Family Fun Day – 4 free family fun day events for the community	Evanston Pre-School (Gawler & District College B-12 Children's Centre)	\$10,000	48
Outdoor shelter BBQ, viewing and seating for families – Gawler South Football Club	South Gawler Football Club	\$50,000	43
Upgrade of seating in Willaston Football Club Clubrooms	Willaston Country Music Club	\$39,500	43
Develop the South Gawler Football Club	South Gawler Football Club	\$150,000	42
Electric barbeques in Ayling and Dwyer Lime Kiln Park	Town of Gawler	\$35,000	36
Safety footpath in Elaine Street, Evanston	Town of Gawler	\$50,000	34
Pop up and Play Mobile Playgroup	Gawler & District College B-12 Children's Centre	\$18,500	34
Create/Improve the Aspire Community to bring people together, play and relax.	Town of Gawler	\$150,000	24
Shade cloth for Aspire Estate Playground	Town of Gawler	\$75,000	24

Item 8.12 – Gawler Civic Centre Opening Working Group

ATTACHMENT 1

Draft Gawler Civic Centre Opening Working Group Terms of Reference



GAWLER CIVIC CENTRE OPENING WORKING GROUP TERMS OF REFERENCE

1.0 BACKGROUND

The Gawler Civic Centre Redevelopment is one of Council's biggest local community infrastructure projects. The redevelopment of the State Heritage Listed Town Hall and Institute buildings will deliver a new library, gallery and performance spaces and house the Gawler Heritage Collection within a new Cultural Heritage Centre. It will also create a hub for Government, Economic and Social Enterprise and become the pre-eminent Cultural and Business Innovation Centre for the region.

Gawler Civic Centre will showcase local and regional cultural heritage, provide support to start-up and existing businesses, be a regional centre for visual and performing arts and include an expanded modern library and digital hub to facilitate 21st century learning and community wellbeing.

From local artists, to young people, senior citizens, community groups, service clubs, library groups, the business community... Gawler Civic Centre promises to provide something for absolutely everyone.

The formal opening of the Gawler Civic Centre will be a significant achievement for Council and it is important that this achievement is celebrated. The opening will need to be coordinated across all functional areas of the Civic Centre and be inclusive of all community.

2.0 PURPOSE

The Civic Centre Opening Working Group is tasked with planning the formal opening of the Gawler Civic Centre. The Working Group will provide support to both Council and Council Staff in ensuring that this significant community achievement is recognised.

3.0 AUTHORITY

As a Working Group and advisory forum for the opening of the Civic Centre, the Gawler Civic Centre Opening Working Group has no delegated authority for decision making.

The extent of authority is to consider and provide recommendations to Council regarding its Roles and Responsibilities outlined in Section 5.

4.0 COMPOSITION

The Gawler Civic Centre Working Group will comprise a cross section of key stakeholders from Council, Council Staff, the Gawler Heritage Collection Committee and the Gawler Youth Advisory Committee. This will include:

- Manager Business Enterprises and Communications
- Team Leader Library and Customer Service
- Gawler Civic Centre Operations Coordinator
- Cultural Heritage Centre Coordinator
- 3 x Town of Gawler Councillors
- 1 x representative of the Town of Gawler's Gawler Heritage Collection Committee
- 1 x representative of the Town of Gawler's Gawler Youth Advisory Committee

Members of the Working Group may invite people to attend Working Group meetings to discuss specific initiatives as required.

5.0 RESPONSIBILITIES

The Gawler Civic Centre Opening Working Group is responsible for the following:

- Planning the formal opening of the Gawler Civic Centre
- Recommending a program of events for the opening
- Recommending expenditure budgets for the opening
- Recommending marketing strategies for the appropriate promotion of the opening
- Liaising with stakeholders, including community groups and organisations, local businesses, residents and schools, to ensure an inclusive opening
- Recommending an invited guest list

6.0 ACTIONS

Working Group actions will be recorded via meeting notes

Working Group recommendations will be recorded by Council Staff and presented for Council's consideration via the monthly Gawler Civic Centre Progress Reports.

7.0 MEETING FREQUENCY

The Gawler Civic Centre Opening Working Group meetings will take place monthly. Any urgent actions that need addressing outside these monthly meetings will be managed via email.

8.0 AGENDA & MEETING NOTES

Council Staff will be responsible for developing the meeting agenda.

The agenda, including any associated material, will be made available for members via email at least three days prior to the monthly meetings. Members can submit agenda items up to one week prior to each scheduled meeting.

Meeting notes will be made available to the Working Group via email. These notes will be distributed within a week of the meeting occurring.

Item 8.13 – Regional Development Australia Barossa – Draft Constitution

- | | |
|--------------|---|
| ATTACHMENT 1 | Regional Development Australia Barossa approved Draft Constitution. |
| ATTACHMENT 2 | A New Charter for Regional Development Australia |

**RULES OF
REGIONAL DEVELOPMENT AUSTRALIA
BAROSSA GAWLER LIGHT ADELAIDE PLAINS INCORPORATED**

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1. ESTABLISHMENT AND NAME

- 1.1. This document establishes an association.
- 1.2. The name of the association is "Regional Development Australia Barossa Gawler Light Adelaide Plains Incorporated", referred to herein as the "Association".

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2. DEFINITIONS

Unless a contrary intention is evident, the following definitions apply to this document and all other Association documents and Policies:

- 2.1. **"Act"** means the *Associations Incorporation Act 1985*;
- 2.2. **"Board"** means the board of management of the Association established under these rules consisting of all the Members;
- 2.3. **"Chair"** means the chairperson of the Association holding office according to these rules;
- 2.4. **"Commonwealth Minister"** means the Commonwealth Government Minister or Parliamentary Secretary having responsibility for matters related to Regional Development Australia (RDA);
- 2.5. **"Commonwealth"** means Commonwealth of Australia;
- 2.6. **"Deputy Chair"** means the deputy chairperson of the Association holding office according to these rules;
- 2.7. **"Funding Agreement"** means any agreement of the Commonwealth, the State Minister and/or the Local Government Bodies with the Association that provides funds to the Association directly related to the Regional Development Australia Program;
- 2.8. **"Funding Partner"** means those bodies providing funding to the Association directly related to the Regional Development Australia Program;
- 2.9. **"LGASA"** means the Local Government Association of South Australia, a body corporate pursuant to the *Local Government Act 1999*, or its successors or assigns;
- 2.10. **"Local Government Bodies"** means councils constituted under the South Australian Local Government Act 1999 operating in the Region and which have current Funding Agreements with the Association and **"Local Government Body"** means any of the Local Government Bodies operating in the Region which has a current Funding Agreement with the Association;
- 2.11. **"Member"** means any person deemed to be a member of the Board under these rules;
- 2.12. **"month"** means a calendar month;
- 2.13. **"Policy"** means a policy of the Association approved by the Board;
- 2.14. **"President of the LGASA"** means the person holding the office of President under the Constitution of the LGASA pursuant to Schedule 1 of the *Local Government Act 1999*;

- 2.15. **"Region"** means Barossa, Light and Lower North Region, the geographic region established by the State Government and is comprised of the sum of the Local Government Bodies' geographic areas of The Barossa Council, Town of Gawler, Light Regional Council and Adelaide Plains Council or such other areas as the State Government specifies from time to time;
- 2.16. **"Regional Development Australia Program"** means the program established jointly by the Commonwealth, the State Government, and the LGASA to develop and strengthen the regional communities of South Australia;
- 2.17. **"Secretary"** means the person holding office under these rules as secretary of the Association;
- 2.18. **"Special Resolution"** means a special resolution defined in the Act;
- 2.19. **"State Government"** means the Government of South Australia;
- 2.20. **"State Minister"** means the South Australian Minister for Regional Development, a body corporate pursuant to the *Administrative Arrangements Act 1994*; and
- 2.21. **"Treasurer"** means the treasurer of the Association holding office according to these rules.

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3. OBJECTS OF THE ASSOCIATION

The objects of the Association are:

Regional Development Australia is a national network of committees fostering regional economic development. The Association will work with all three tiers of government, regional business and the wider community to boost the economic capability and performance of their region.

The Association will facilitate policies, programmes and projects designed to strengthen human capital, productivity, infrastructure, access to markets, regional comparative advantage and business competitiveness, leading to increased economic activity and the creation of new jobs, along with improved standards of living and working conditions.

The Association will:

- Undertake regional planning that takes into account the unique characteristics, opportunities and challenges of a region, and aligns with the plans of all levels of government (pertaining to the region), and tailor responses accordingly.
- Engage with stakeholders to identify initiatives that will deliver economic growth that makes a lasting difference to their communities.
- Build partnerships, harness local leadership, marshal support, and encourage cooperation between stakeholders to drive regional priorities.
- Provide services and undertake projects that facilitate economic development outcomes in the Region.
- Implement the objectives of "A New Charter for Regional Development Australia" relevant to the region.

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4. POWERS OF THE ASSOCIATION

4.1. Powers

The Association has all the powers conferred by section 25 of the Act and without limiting the generality thereof has the following specific powers:

- 4.1.1. to apply for and obtain grants or other assistance directly relevant to its objects;
- 4.1.2. to acquire, hold, deal with and dispose of any personal property directly relevant to its objects;
- 4.1.3. to employ and to remunerate such servants, agents, employees, consultants and contractors directly relevant to its objects other than Members;
- 4.1.4. to enter into contracts, agreements, arrangements and understandings directly relevant to its objects;
- 4.1.5. to invest any moneys not immediately required for the purposes directly relevant to its objects in such manner as the Board thinks fit; and
- 4.1.6. to do all other things necessary or considered desirable by the Board directly relevant to its objects for the purpose of achieving or carrying into effect any of the foregoing and in particular, the objectives of "A New Charter for Regional Development Australia"

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5. MEMBERSHIP OF THE ASSOCIATION

- 5.1. There must be no ordinary members of the Association.
- 5.2. The Association must only have Members.
- 5.3. All Members are members of the Board.
- 5.4. A Member must be a natural person.
- 5.5. All Members must be persons legally able to hold the position of a director of an incorporated company.
- 5.6. A current employee or contractor of the Association cannot be a Member.
- 5.7. A right, privilege or obligation which a person has by reason of being a Member:
 - 5.7.1. is not capable of being transferred or transmitted to another person; and
 - 5.7.2. terminates on cessation of the person's membership.

6. REGISTER OF MEMBERS

- 6.1. A register of Members must be kept by the Association and must contain:
 - 6.1.1. the full name of the Member;
 - 6.1.2. the postal or residential address of the Member;

- 6.1.3. the date of admission as a Member;
- 6.1.4. if applicable, the date of death or time of resignation of the Member;
- 6.1.5. if applicable, the date and details about the termination or reinstatement of membership; and
- 6.1.6. any other particulars the Board decides.

6.2. The register must be open for inspection by Members at all reasonable times.

7. THE BOARD

7.1. General

- 7.1.1. The affairs of the Association must be managed and controlled by a Board which in addition to any powers and authorities conferred by these rules may exercise all such powers and do all such things as are within the objects of the Association.
- 7.1.2. The Board has the sole management and control of the funds and other property of the Association.
- 7.1.3. An act or decision of the Board is not invalid by reason only of a vacancy in its membership or a deficiency in the appointment of a Member.
- 7.1.4. The Board must appoint a public officer as required by the Act.

7.2. Composition of Board

The Board must at all times include all Members and be comprised of:

- 7.2.1. a Chair and a Deputy Chair who are Members;
- 7.2.2. a Secretary and a Treasurer appointed by the Board and who are Members;
- 7.2.3. a minimum of four other Members; and
- 7.2.4. a maximum of eleven other Members.

7.3. Member Appointments

- 7.3.1. Nomination of candidates for appointment as Chair of the Association will be sought by an application process implemented by the Commonwealth Department, on behalf of the Commonwealth Minister.
- 7.3.2. The Commonwealth Minister (in consultation with and agreement of State/Territory and Local Government Bodies, where they are a funding partner) will appoint the Chair as Board/Committee member by written instrument for a set term which shall be as directed by the Commonwealth Minister.
- 7.3.3. Nomination of candidates for appointment as Deputy Chair and Board/Committee members other than Chair will be sought by an application process implemented by the Board/Committee.

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Deleted: Nominations of candidates for appointment as Chair or Deputy Chair of the Association will be sought by an expression of interest (EOI) process undertaken jointly by the Commonwealth, the State Government, the LGASA (in consultation with the Local Government Bodies).

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Deleted: The Commonwealth Minister, the State Minister and the President of the LGASA will jointly nominate the Chair and Deputy Chair as Association Members by written instrument, while each Minister remains an operational funding partner of the Association or, in the case of the President of LGASA, while Local Government Bodies remain funding partners.

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Deleted: Upon receipt by the Board of notice of a joint nomination by the Commonwealth, the State Minister and the President of the LGASA, and following acceptance from the nominee, that nominee is deemed to be the Chair or the Deputy Chair (as the case may be) for the term specified in the notice.

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7.3.4. The Chair will appoint the Deputy Chair and Board/Committee members by written instrument, after consultation with and subject to the agreement of the Commonwealth Minister (in consultation with and agreement of State/Territory and Local Government counterparts where they are a funding partner), for periods as directed by the Commonwealth Minister.

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7.3.5. For the purposes of this rule, members of the Board/Committee who were appointed by the Commonwealth Minister prior to 1 January 2018 will be taken to have been appointed in accordance with this rule.

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7.3.6. Subject to these Rules, the Chair and Members, will hold office for a period up to three years as specified in the appointment instrument.

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7.3.7. A retiring Member, Chair or Deputy Chair, is eligible for reappointment.

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7.3.8. In the event of a vacancy prior to the end of the nominated term the Chair, in consultation with the Board and the Commonwealth Minister, may by instrument in writing appoint a person to fill a casual vacancy for the balance of the term of that vacancy or such other term as specified in the Notice of Appointment.

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7.4. Member Vacancies

The position of a Member become vacant:

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7.4.1. (a) in the case of the Chair upon removal by the Commonwealth Minister, and

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(b) on the expiration of the term of appointment, and any extension thereof, or

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7.4.2. if a Member:

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- a. dies;
- b. is disqualified from being a Member by the Act;
- c. is permanently incapacitated by ill health;
- d. is absent without apology from more than three meetings in a financial year;
- e. is absent for more than three consecutive meetings without prior leave of the Board;
- f. becomes an employee or contractor of the Association, or resigns by written notice addressed to the Chair, and that resignation is accepted by resolution of the Board;
- g. is the subject of a special resolution passed by a general meeting of the Board terminating his or her appointment as a Member and thereafter removed by the Chair with the agreement of the Commonwealth Minister, provided such a vacancy does not become effective until approved by the

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- Commonwealth Minister ~~who will undertake~~ consultation with the State Minister and the President of the LGASA.
- 7.4.3. ~~The Commonwealth Minister will consult with the~~ State Government and LGASA ~~before~~ a member is removed or suspended, in line with the requirement to consult on appointment of members.
- 7.4.4. The Association must notify the Commonwealth Department in the event of a casual vacancy. Notwithstanding Rule 7.3.8, the Commonwealth Minister ~~after consulting with the~~ State Minister and LGASA may, at any time, ~~nominate a member for a vacant Chair position on the Board by notifying the secretary in writing, of the appointee and the expiration of the appointee's term.~~
- 7.4.5. The Association must notify the Commonwealth Department in writing of the filling of a casual vacancy pursuant to this constitution, and of the name and term of the appointment.
- 7.4.6. The Board may grant a Board member leave of absence from the Board for a period not exceeding three months.
- 7.5. **Delegation by Board**
- 7.5.1. Except as otherwise provided by these rules, the Board may, by instrument in writing, ~~delegate the exercise of such of the functions of the Board as are specified in the instrument, other than:~~
- a. this power of delegation; and
- b. a function which is a duty imposed on the Board by the Act, these rules, or by any other law.
- 7.5.2. A function, the exercise of which has been delegated to a sub-committee under this rule may, while the delegation remains unrevoked, be exercised from time to time by the ~~delegates or delegate~~ in accordance with the terms of the delegation.
- 7.5.3. A delegation under this rule may be made subject to such conditions or limitations as to the exercise of any function, or as to time or circumstances, as may be specified in the instrument of delegation.
- 7.5.4. Despite any delegation under this rule, the Board may continue to exercise any function delegated.
- 7.5.5. Any act or thing done or suffered by ~~the delegate or~~ sub-committee acting in the exercise of a delegation under this rule has the same force and effect as it would have if it had been done or suffered by the Board.
- 7.5.6. The Board may, by instrument in writing, revoke wholly or in part any delegation under this rule.
- 7.5.7. A sub-committee ~~exercising delegated functions~~ may meet and adjourn, as it thinks proper, ~~and~~
- 7.5.8. ~~must keep proper minutes of all proceedings of meetings in accordance with agreed procedure.~~
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8. CHAIR AND DEPUTY CHAIR

- 8.1. The Chair must be a Member whose position is appointed by the Commonwealth Minister following consultation with the State Minister and the President of the LGASA.
- 8.2. Subject to this rule, the Chair must preside at all meetings.
- 8.3. Subject to this rule, in the absence of the Chair at a meeting the Deputy Chair must preside at that meeting.
- 8.4. In the event of the absence from a meeting of both the Chair and the Deputy Chair, a Member elected by the other Members present at the meeting must preside at that meeting.

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9. PROCEEDINGS OF MEETINGS OF THE BOARD

- 9.1. The Board must hold a general board meeting, for the dispatch of business, at least six times each calendar year at times reasonably spaced throughout the entire calendar year.
- 9.2. At least 14 days' notice of any general meeting must be given to Members. The notice must set out where and when the meeting will be held and particulars of the nature and order of the business to be transacted at the meeting.
- 9.3. A special meeting may be called by the Chair with at least 48 hours' notice.
- 9.4. A special meeting must be called by the Secretary upon:
- 9.4.1. a resolution of the Board to that effect; or
- 9.4.2. receipt by the Secretary of a petition, signed by a majority of Members calling for a special meeting.
- 9.5. The Board may invite such persons to attend its meetings as it may from time to time decide.
- 9.6. Meetings must not be open to the public.
- 9.7. The quorum for a meeting must be 50% of the number of Members, ignoring any fraction resulting from the calculation, plus one.
- 9.8. If a quorum is not reached voting at the meeting must be suspended until a quorum is present, however if a quorum is not present within half an hour of the scheduled time for the beginning of the meeting, the meeting may be cancelled.
- 9.9. Subject to sub rule 9.10 each Member present at a meeting has one deliberative vote.
- 9.10. Questions arising at any meeting must be decided by a majority of votes and in the event of an equality of votes the Chair has a casting vote in addition to a deliberative vote.
- 9.11. A conference by telephone or other electronic means between the Members will, for the purposes of this rule, be taken to be a meeting of the Board at which the participating Members are present if:

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- 9.11.1. notice of the conference is given to all Members in the manner determined by the Board for the purpose; and
- 9.11.2. each participating Member is capable of communicating with every other participating Member during the conference.
- 9.12. A proposed resolution of the Board becomes a valid decision of the Board despite the fact that it is not voted on at a meeting of the Board if:
 - 9.12.1. notice of the proposed resolution is given to all Members in accordance with procedures determined by the Board; and
 - 9.12.2. a majority of the Members express concurrence in the proposed resolution by letter, fax, email or other written communication setting out the terms of the resolution.
- 9.13. A resolution mentioned in sub rule 9.12 may consist of several documents in like form, each signed or endorsed by one or more Members.

10. MINUTES OF MEETINGS

- 10.1. The Secretary, or person nominated by the Board, must keep proper minutes of all proceedings of meetings in accordance with agreed procedure.
- 10.2. The minutes kept pursuant to this rule must:
 - 10.2.1. be confirmed by the Members at a subsequent meeting; and
 - 10.2.2. be signed by the presiding Member of the meeting at which the proceedings took place or by the Chair at the next succeeding meeting at which the minutes are confirmed.
- 10.3. A copy of the minutes kept pursuant to this rule must prior to the next scheduled meeting, be provided to all Members.
- 10.4. When minutes are entered and signed they are, until the contrary is proved, evidence that the meeting was convened and duly held, that all proceedings held at the meeting are be deemed to have been duly held and that all appointments made at a meeting are be deemed to be valid.

11. DISCLOSURE OF INTEREST

- 11.1. A Member who has a direct or indirect pecuniary or personal interest in a matter under consideration by the Board must as soon as he or she becomes aware of the interest, disclose the nature and extent of the interest to the Board and not take part in deliberations or decisions of the Board on the matter.
- 11.2. A Member having a direct or indirect pecuniary interest in a contract or proposed contract with the Association must;
 - 11.2.1. disclose the nature and extent of that interest to the Board as required by section 31 of the Act, and must not vote with respect to that contract or proposed contract; and

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11.2.2. must disclose in writing, the nature and extent of his or her interest in the contract or proposed contract to the Board within 14 days of the interest arising at the meeting of the Board.

11.3. A Member will not be taken to have an interest in a matter for the purposes of this rule by reason only of the fact that the Member has an interest in the matter that is shared in common with the public or a large section of the public.

11.4. A disclosure under this rule must be recorded in the minutes of the meeting at which the matter, contract or proposed contract is under discussion.

12. POLICIES

The Board may adopt Policies, or amend existing Policies, consistent with the objects of, and related to the affairs of, the Association by a simple majority vote at any meeting of the Board.

13. COMMON SEAL AND EXECUTION OF DOCUMENTS

13.1. The Association must have a common seal upon which its corporate name must appear in legible characters.

13.2. The seal must not be used without the express authorisation of the Board and every use of the seal must be recorded in the minute book of the Association.

13.3. The common seal of the Association must not be affixed to a document except with the express authorisation of the Board.

13.4. The Board may, by instrument under its common seal, authorise a Member, an employee of the Association (whether nominated by name or by office or title) or any other person to execute documents on behalf of the Association subject to conditions and limitations (if any) specified in the instrument of authority.

13.5. Without limiting sub rule 13.4, an authority may be given so as to authorise two or more persons to execute documents jointly on behalf of the Association.

13.6. A document is duly executed by the Association if:

13.6.1. the common seal of the Association is affixed to the document in accordance with this rule; or

13.6.2. the document is signed on behalf of the Association by a person or persons in accordance with an authority conferred under this rule.

14. FINANCIAL MATTERS

14.1. General

The Board must authorise in writing those Members or persons who may allocate monies on behalf of the Board and set monetary limits on a per allocation and aggregate basis for those allocations.

14.2. Treasurer

It is the duty of the Treasurer:

- 14.2.1. that all money due to the Association is collected and received and that all payments authorised by the Association are made; and
- 14.2.2. that correct books and accounts are kept showing the financial affairs of the Association, including full details of all receipts and expenditure connected with the activities of the Association.

14.3. Finance Sub Committee

- 14.3.1. the Board must appoint a Finance Sub Committee comprising the Chair, the Treasurer and one other Member.
- 14.3.2. the role of the Finance Sub Committee includes oversight of the financial management of the Association.

14.4. Financial Reporting

The Association must keep and retain such accounting records as are necessary to correctly record and explain the financial transactions and financial position of Association in accordance with the Act.

14.5. Appointment of Auditor

- 14.5.1. the Board must annually appoint an auditor for a financial year.
- 14.5.2. the auditor is eligible for re-appointment.

15. PROHIBITION AGAINST SECURING PROFITS FOR MEMBERS

- 15.1. The income and capital of the Association must be applied exclusively to the promotion of its objects and no portion may be paid or distributed directly or indirectly to Members or their associates except as honoraria (see Clause 15.2) and reimbursement of expenses reasonably incurred on behalf of the Association.
- 15.2. Subject to a funding partners conditions of funding, the Board, may at its discretion, approve and pay honoraria as it shall think fit.

16. ALTERATION TO THE RULES

- 16.1. These rules may only be altered (including an alteration to the Association's name) by special resolution of the Members. This includes rescission or replacement by substitute rules.

- 16.2. The Chair must give all Members at least 21 days' notice, in writing, of any proposed alteration of the rules before the proposed alteration is initially considered by the Board.
- 16.3. The Chair should consult with, and give due consideration to the views of, the Commonwealth, State and Local Governments on any proposed significant changes to their constitution.
- 16.4. The alteration must be registered with the Office of Consumer and Business Services, as required by the Act.
- 16.5. The registered rules bind the Association and every Member to the same extent as if they have respectively signed and sealed them and agreed to be bound by all of the provisions thereof.

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17. DISPUTES AND MEDIATION

- 17.1. The grievance procedure set out in this rule applies to disputes under these rules between:
- 17.1.1. a Member and another Member; or
 - 17.1.2. a Member and the Association.
- 17.2. The parties to the dispute must meet and discuss the matter in dispute and, if possible, resolve the dispute within 14 days after the dispute comes to the attention of all of the parties.
- 17.3. If the parties are unable to resolve the dispute at the meeting, or if a party fails to attend that meeting, then the parties must, within 28 days, hold a meeting in the presence of a mediator.
- 17.3.1. The mediator must be:
- a. a person chosen by agreement between the parties; or
 - b. in the absence of agreement:
 - i. in the case of a dispute between a Member and another Member, a person appointed by the Board;
 - ii. in the case of a dispute between a Member and the Association, a person appointed by the Board, who is a mediator appointed to, or employed with, a not for profit organisation.
- 17.3.2. A Member can be a mediator.
- 17.3.3. The mediator cannot be a Member who is a party to the dispute.
- 17.3.4. The parties to the dispute must, in good faith, attempt to settle the dispute by mediation.
- 17.4. The mediator, in conducting the mediation, must:
- 17.4.1. give the parties to the mediation process every opportunity to be heard;

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17.4.2. allow due consideration by all parties of any written statement submitted by any party; and

17.4.3. ensure that rules of natural justice are observed throughout the mediation process.

17.5. The mediator must not determine the dispute.

17.6. The mediation must be confidential and without prejudice.

17.7. If the mediation process does not result in the dispute being resolved, the parties may seek to resolve the dispute in accordance with the Act or otherwise at law.

17.8. The Association must pay all reasonable costs and expenses of the mediator.

18. WINDING UP AND AMALGAMATION

18.1. Subject to sub rule 18.2, the Association may be wound up or amalgamate with another incorporated association in the manner provided for in the Act.

18.2. Except for the amalgamation with other incorporated associations contemplated by the 2009 Regional Development Australia Program for the Region, the Board must seek the prior approval of the Commonwealth Minister, the State Minister and the Local Government Bodies before acting to wind up or to amalgamate with another incorporated association.

18.3. If a third party or the Commission takes any action under Part 5 of the Act, the Board must immediately notify the Commonwealth Minister, the State Minister and the Local Government Bodies.

19. APPLICATION OF SURPLUS ASSETS

19.1. Subject to section 43 of the Act, surplus assets must be distributed to an association approved by the Board and the Local Government Bodies as being an association the purpose or purposes of which are consistent with the purpose or purposes of the Regional Development Australia Program or any program substituted therefore.

19.2. If there is no distribution under sub rule 19.1, the Consumer and Business Services Commission or any person making an application to the Supreme Court under subsection 43(3) of the Act must take into account the terms of any Funding Agreements in force at the time of the winding up.

19.3. A special resolution under subsection 43(2)(b) of the Act must be consistent with all Funding Agreements in force at the time that the Association is wound up.

20. THE ACT

20.1. Despite any other provision in these rules:

a. If the Act prohibits a thing being done, the thing may not be done;

b. If the Act requires a thing to be done, authority is given for that thing to be done;

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c. If a provision of these rules is or becomes inconsistent with the Act, that provision must be read down or. Failing that, severed from these rules to the extent of the inconsistency.

21. CIRCUMSTANCES NOT PROVIDED FOR

If any circumstance arises to which these rules are silent, incapable of taking effect or being implemented according to its strict provisions, the Board has the power to determine what action may be taken to ensure the effective administration and objectives of the Board, provided that such action will be determined at a meeting of the Board.

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Australian Government



STRONG, CONFIDENT AND VIBRANT REGIONS

A NEW CHARTER FOR REGIONAL DEVELOPMENT AUSTRALIA

Regional Development Australia (RDA) is a national network of Committees made up of local leaders who work with all levels of government, business and community groups to support the economic development of their regions.

RDA Committees have an active and facilitative role in their communities and a clear focus on growing strong and confident regional economies that harness their competitive advantages, seize on economic opportunity and attract investment.

Working in close partnership with fellow RDA Committees, all levels of government, and the private sector, RDA Committees will:

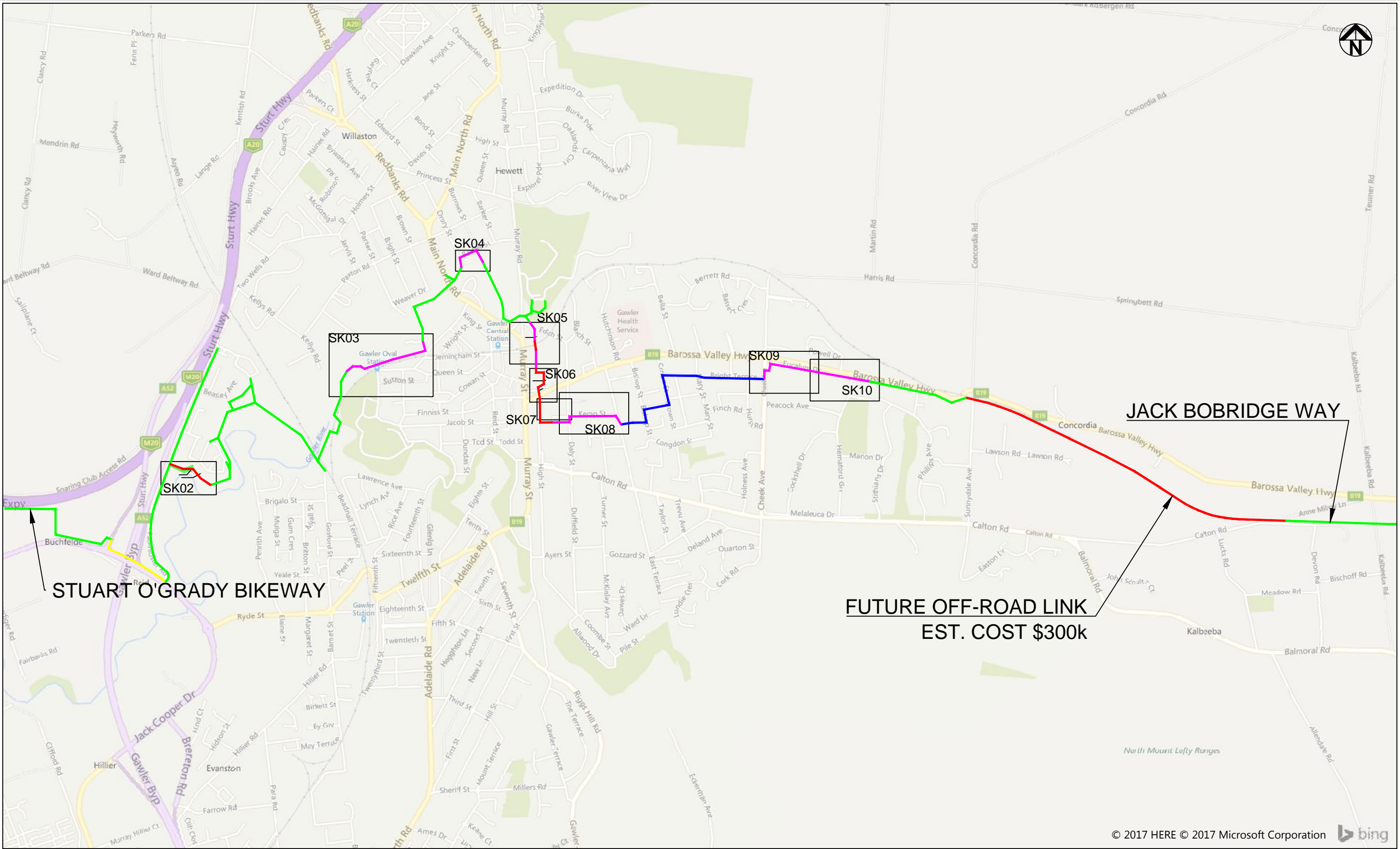
1. Collaborate with relevant stakeholders to identify economic opportunities and leverage private and public sector investment to the regions;
2. Connect regional businesses, councils and industry sectors with international trade partners, financial markets and potential investors;
3. Promote and disseminate information on Australian Government policies and grant programs to state and local governments and industry, business and community sectors;
4. Support community stakeholders to develop project proposals to access funding;
5. Develop and maintain positive working relationships with the local government bodies in their regions;
6. Facilitate public and private sector decentralisation;
7. Assist in the delivery of Australian Government programs, where relevant and where requested by the Minister;
8. Engage with regional entrepreneurs and emerging business leaders to explore new opportunities to grow local jobs in their regions;
9. Provide information on their region's activities and competitive advantages to all levels of government, industry, business and community sectors; and
10. Provide evidence-based advice to the Australian Government on critical regional development issues positively and negatively affecting their regions.

Senator the Hon Fiona Nash
Minister for Regional Development

August 2017

Item 8.14 – Building Better Regions Fund Submissions

ATTACHMENT 1	Indicative Strategic Bikeway Connections
ATTACHMENT 2	Walker Place and Goose Island Bridge Concept Designs



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LEGEND

- PROPOSED ON-ROAD SHARROWS
- ON-ROAD SHARROWS
- EXISTING SHARED USE PATH
- ON-ROAD BICYCLE LANE
- PROPOSED SHARED USE PATH

Level 3, 66 Wyatt Street Adelaide SA 5000
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InfraPlan (Aust) Pty Ltd

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NUMBER IN SET.	1 of 1
PROJ. NUMBER.	IP17.022
DRAWING SET NUMBER.	A3-SK01

TOWN OF GAWLER

CONCEPT DESIGN
STUART O'GRADY BIKEWAY TO JACK BOBRIDGE WAY
LAYOUT PLAN



WALKER PLACE

INTRODUCTION

The Gawler Town Centre Design Framework was adopted by Council in November 2016 with the objective of building upon previous strategic level investigations.

Precincts across the town centre were defined as Gawler North, Gawler Central and Gawler South based upon varying character, in terms of the principle land uses, built form and potential future opportunities and urban character.

As a result of the Gawler Town Centre Design Framework a number of recommendations were made that provided the next steps for the successful implementation of the design framework, one of which stated:

“The implementation of the design framework relies on confidence building, by improving the public realm strategically, starting with key projects such as the Walker Place, Tod Street and Centenary Lane masterplans and continuing with public realm upgrades until owners, traders, visitors, shoppers etc. begin to see the emerging mosaic of activity and investment delivering the

vision of the Gawler Town Centre.”

This project intends to realise the vision of the Gawler Central Urban Precinct with a focus on Walker Place and its connectivity to Goose Island.

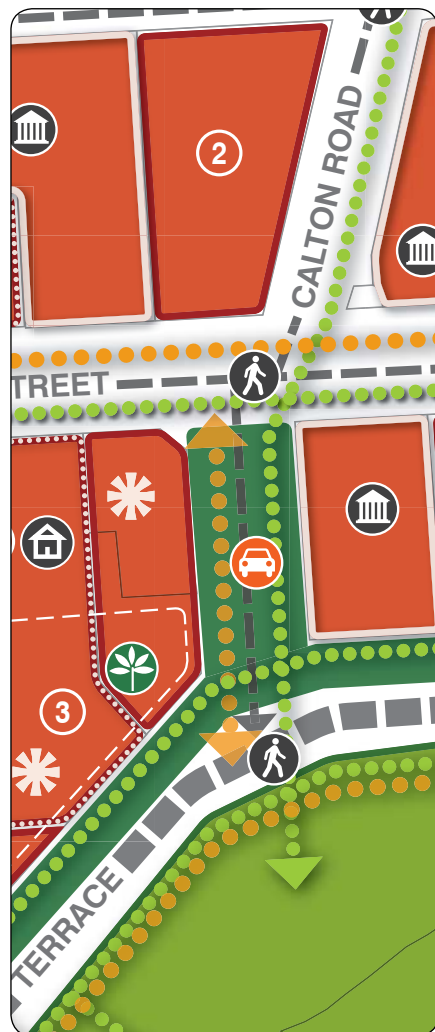
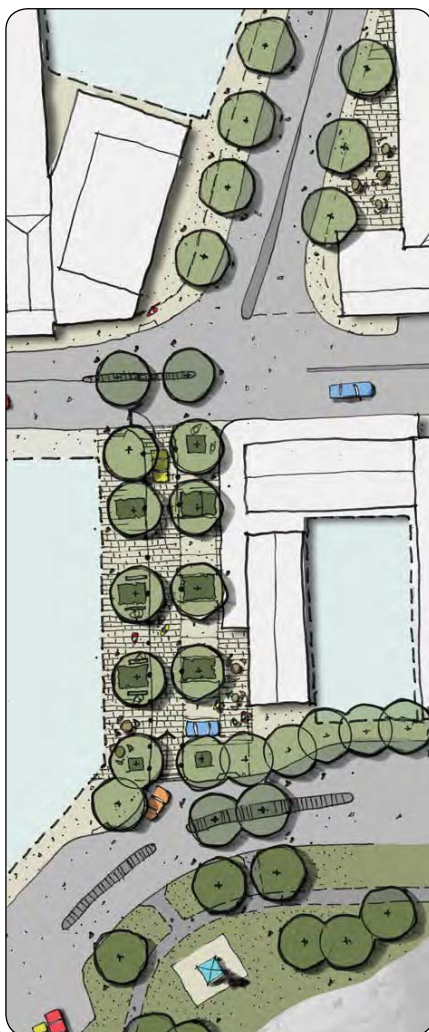
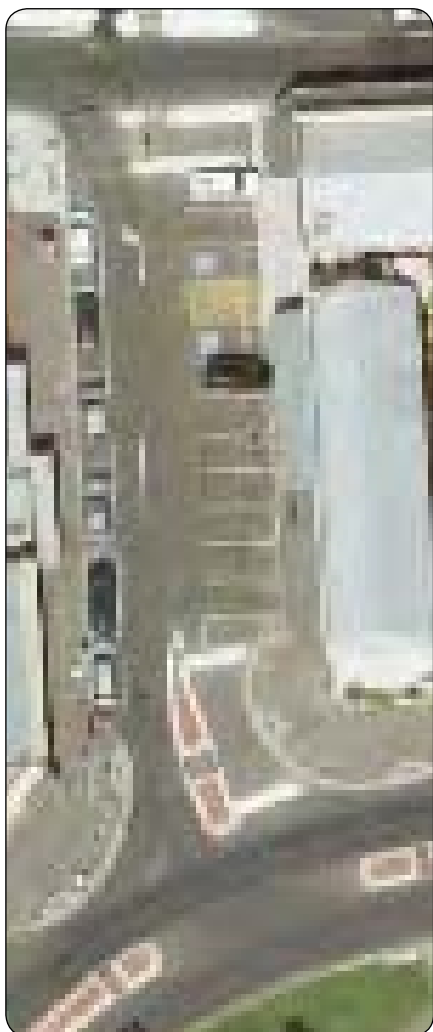
The development of Walker Place will create a well designed and landscaped public realm for the centre of Gawler. Walker Place will become a unique destination for visitors and the community, connecting the mainstreet, shopping areas and open spaces with the potential to become the heart of the town, not simply a retail strip, but a centre point for placemaking and community activities.

The upgrade of Walker Place will provide a shared use public space with good pedestrian and cycling connections, trees and shrubs, paved areas, an event space, off street parking and one-way vehicle access that supports future commercial

activity.

The following objectives for the project include;

- Increase capacity and amenity (seating, shade, play, landscape treatments)
- Improve footpaths and cycle links to the river corridor
- Incorporate Smart Cities design initiative (i.e. pop-up event venue in Walker Place)
- Manage vehicular movements through appropriate surface treatments to reduce speed and guide drivers
- Create a paved shared use space with a focus on pedestrian access
- Improve design and quality of public realm
- Review opportunities to improve pedestrian safety by upgrading the Julian Terrace connection whilst being aware of the role of Julian Terrace as a key heavy vehicle route (consider signalised crossing longer term)

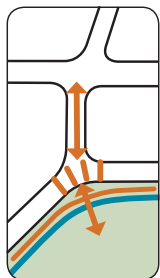


URBAN DESIGN PRINCIPLES

The urban design principles for the project reflect the unique qualities of Walker Place and the surrounding areas. The principles are designed to build upon the existing urban character of Walker Place.

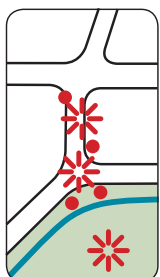
The principles provide a framework by which to consider future urban design

projects and actions.



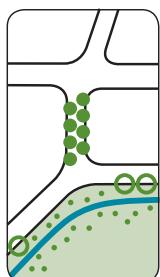
CONNECTIONS

- Strengthen Walker Place as a key connection
- Support the continued functionality of linear trails and connections
- Strength pedestrian and cyclist access
- Provide a safe crossing environment across Julian Terrace
- Develop legible signage and wayfinding



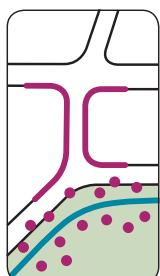
URBAN CANVAS

- Encourage opportunities to activate the public realm
- Provide opportunities for community events
- Explore potential public art projects
- Integrate smart technologies
- Consider future activation of Goose Island



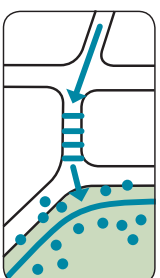
ENVIRONMENT

- Develop a landscaped public realm
- Establish street tree planting that provides shade and amenity
- Consider the use of indigenous plant species
- Seek to improve the micro-climate of Walker Place using landscape treatments



RESPONSIVE EDGE

- Allow flexible use of the street as a community space
- Ensure that the built form and streetscape respond to each other
- Encourage all weather protection (verandahs and canopies)
- Develop the river's edge and interface to Goose Island



WATER MANAGEMENT

- Management and retention of stormwater
- Improve riverine environment
- integrate water sensitive urban design outcomes (WSUD) within the public realm

OPTIONEERING

The Gawler Centre Urban Precinct has been developed through a progressive design development and review process. By exploring the potential of various options the most appropriate outcomes can be development.

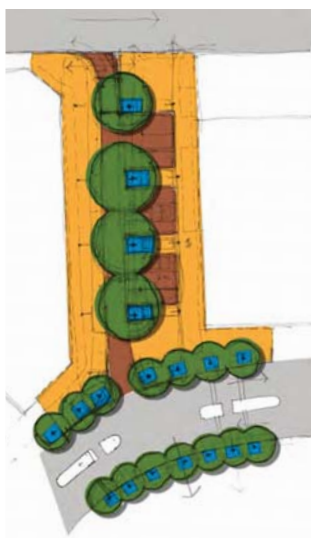
The initial optioneering for the Walker Place considered the integration of parking within the precinct. Three distinct approaches were tested to understand how vehicular movement could be accommodated while providing new public realm opportunities and increased landscape amenity.

The options considered the following;

- 90° car parking
- Parallel car parking
- Angled car parking (45°)

Overall, the development of continuous paving treatments with 45° angled parking bays provides significant benefit to the Gawler Centre Urban Precinct with few negatives.

OPTION #1 90° PARKING



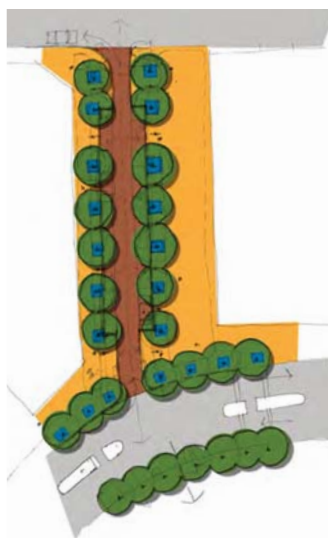
POSITIVES

- Public realm to north side
- Removal of kerb to north side
- Defined parking layout
- Central planting of large trees
- Improved stormwater management (WSUD)

NEGATIVES

- Dominance of parking areas
- Narrow public realm to south side
- Potential impacts of kerbing on accessibility and future development
- Width of trafficable area (11.2m)
- Parking accessibility
- Impact of trees on event area (visibility)

OPTION #2 PARALLEL PARKING



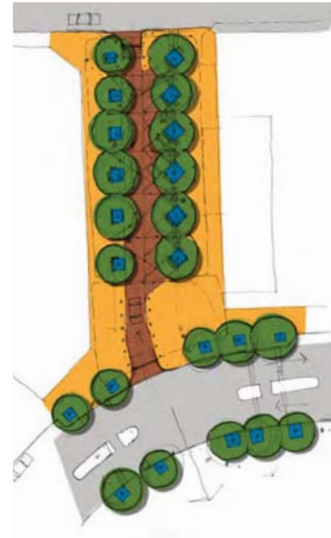
POSITIVES

- Large public realm to south side
- Defined parking layout
- Integration of WSUD tree pits and stormwater management
- Limited impact to existing road cross section
- Narrow trafficable area (7.2m)

NEGATIVES

- Dominance of kerbing on public realm
- Narrow public realm to north side
- Parking accessibility (parallel parking)
- Impact of trees on event area (visibility)

OPTION #3 ANGLED PARKING (RECOMMENDED)



POSITIVES

- Shared use environment
- Continuous paving treatments
- Integrated stormwater/WSUD treatments
- Maximising public realm
- Large plaza and events space to west
- Significant landscape treatments and trees
- Provides opportunity for full road closure

NEGATIVES

- Impacts on kerb and gutter (stormwater)
- Modification of existing road cross section

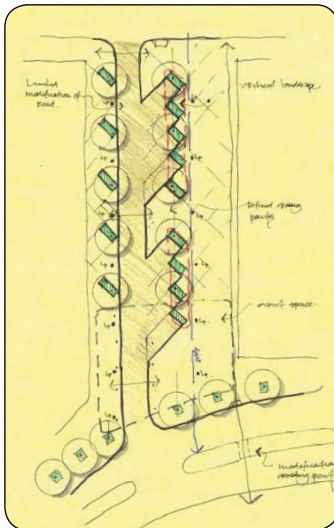
DESIGN DEVELOPMENT

Following the preliminary optioneering, workshops were undertaken to enable council staff and the Elected Members to provide feedback on the options. In this way, the urban design potential of Walker Place can be realised.

Feedback included;

- Support for a reduced number of car park (8)
- Need to ensure that the design allows for future road closure
- Need to limit dominance of vehicles in Walker Place through spatial design and landscape amenity
- Explore the potential of orientating the parking to the north and realigning the road access to increase tree planting and public space to the northern edge of Walker Place
- Review the number and size of trees to ensure that there is a balance between open space (events) and landscape amenity
- Need to balance the requirement for shade and visual connection to event staging at the entrance of Walker Place.
- Consider the selection of deciduous trees and access to winter sun
- Opportunity for a commemorative walk within Walker Place as well as Julian Terrace
- Reduce the impact of kerbs and gradients and increase accessibility
- Strong level of support for removal of the northern crossing adjacent the Fat Boy Trims barber shop.

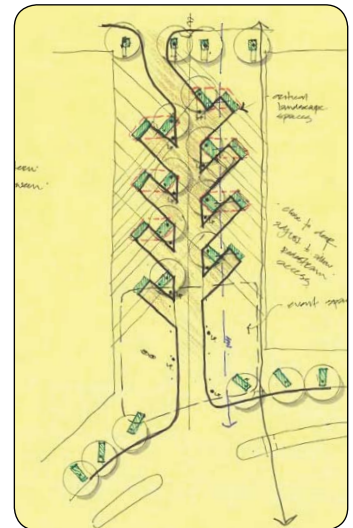
PREFERRED OPTION #1
SEPARATED ANGLED PARKING



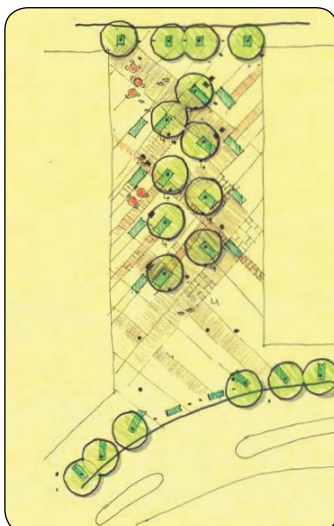
PREFERRED OPTION #1 PEDESTRIANISED



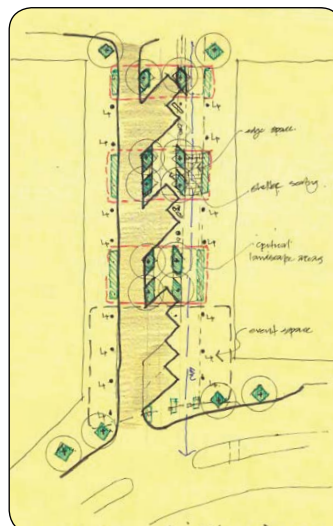
PREFERRED OPTION #2
BALANCED STAGGERED PARKING



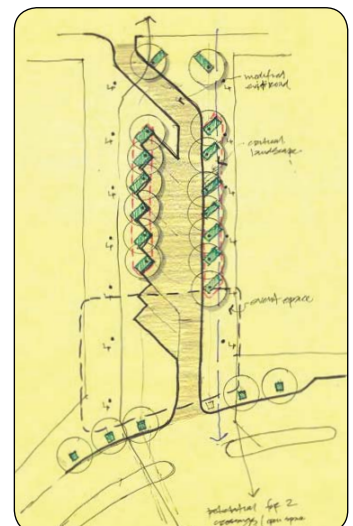
PREFERRED OPTION #2
PEDESTRIANISED



PREFERRED OPTION #3
SEPARATED ANGLED PARKING



PREFERRED OPTION #4
NORTH FACING PARKING



CONCEPT DESIGN

The optioneering and design development for Walker Place highlighted a number of key considerations that needed to be reflected in the final concept design. The concept design needs to provide for pedestrian and vehicle access as well as facilitating a longer-term transition to a pedestrianised precinct. Walker Place maintains the current vehicular access and demand for parking. At the same time, the design creates additional public space within the Town of Gawler enabling opportunities for temporary road closures.

The design for Walker Place integrates accessibility, public space, amenity and vehicular access into one unique response. The design creates a continuous paved, shared use zone in the heart of the town.

Angled parking provides short-term parking opportunities including two disabled bays. The staggered offset design of the parking bays reduces the impact of cars in the plaza, while the development of garden beds and tree planting assists in increasing the landscape amenity of the public realm.

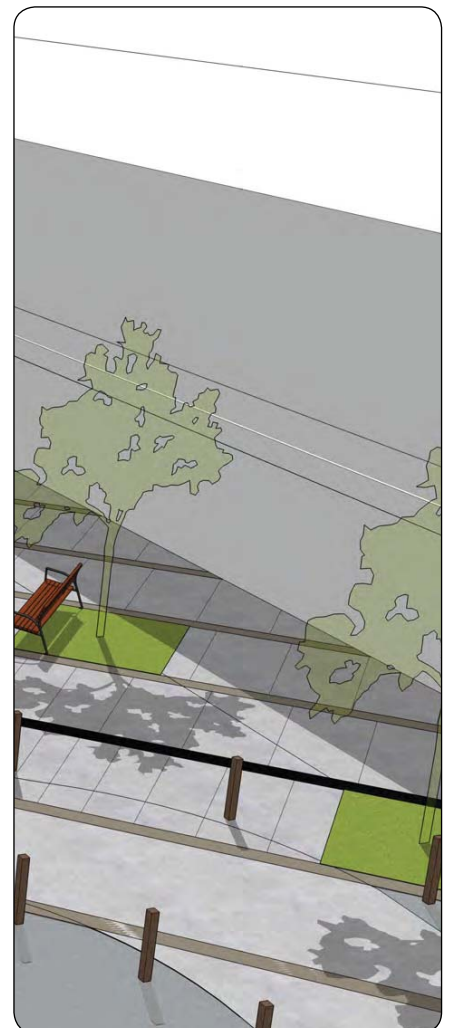
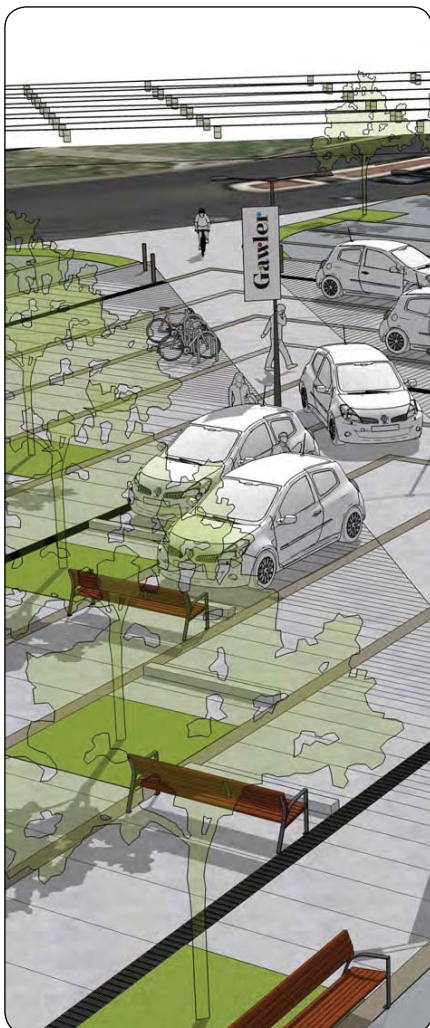
The chevron design of the paving reinforces the orientation of the parking bays and provides a dynamic patterning across the public realm that flows from the Town Centre to the river. An avenue of trees to the eastern end of Walker Place provides shade and creates a landscaped gateway to Murray Street. New tree planting along Julian Terrace frame views to the river. The new trees provide landscape connections to either end of Walker Place creating a green link through the town.

Continuous paving treatments across Walker Place create a highly accessible public realm. Trench grates connected to garden beds create water sensitive urban design opportunities. The trench grates also demarcate the parking bays, reinforcing the chevron design of the project.

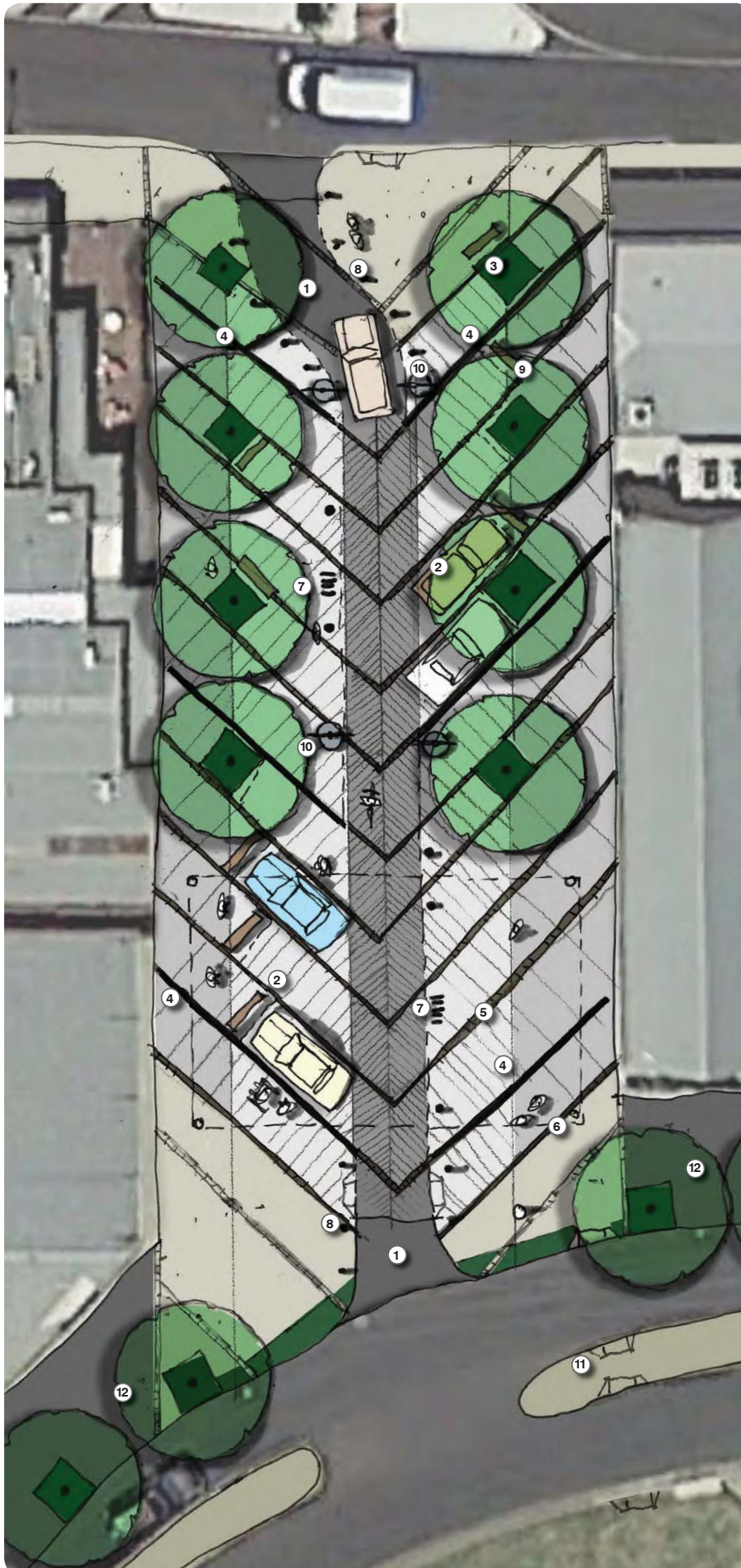
The street furniture includes bike racks, seating, light poles and bollards. These pieces of urban infrastructure help define the interfaces between the vehicular and pedestrian spaces.

The western end of Walker Place is designed as an event space. Removable street furniture and catenary lighting create a large plaza for events. The temporary closure of Walker Place and removal of wheel stops create a space for community gatherings, stages and festivals, while the amenity of the street trees provide shade and numerous vantage points from which to watch the festivities and event programming taking place in the plaza.

The upgrade of Walker Place provides an opportunity to improve the Julian Terrace crossing point. Modification of the existing kerb ramp positions and central median creates a stronger connection to Goose Island which in turn encourages greater activation of the Gawler Central Urban Precinct.



CONCEPT DESIGN



The concept design for Walker Place creates a high-quality urban design outcome that meets the need for public space in the town while delivering upgraded car parking opportunities.

Longer term, as demand for public space increases along with the opportunity for outdoor dining and social programming of the public realm, the concept design allows for the permanent closure of Walker Place to vehicles.

The concept design is a highly adaptive public realm; that considers existing needs as well as future demands while delivering quality outcomes irrespective of whether Walker Place is a shared space with parking, a community events space or a pedestrianised precinct in the heart of the town.

KEY POINTS

1. One way vehicle access
2. Parking bay with wheel stops (6+2 disabled)
3. Tree pits with soil vaults and water sensitive urban design
4. Trench grates to improve drainage
5. Paved plaza
6. Catenary lighting (definition of event space)
7. Street furniture to define road corridor (3.5m clear lane)
8. Bollard to entrance and exit
9. Seating to end of parking bays
10. Feature lights with seating to base
11. New pedestrian crossing
12. Upgrade of footpath to Julian Terrace with tree pits

LEGEND

- Trees
- Tree pits
- Paving
- Benches
- ||||● Street Furniture

5



URBAN DESIGN FUNCTION



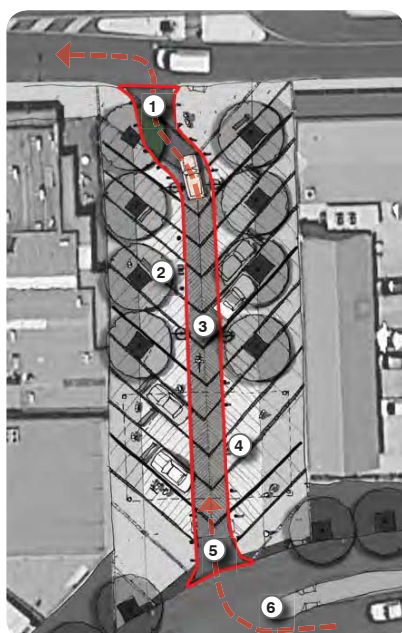
PEDESTRIANISATION

1. Pedestrian entrance plaza with direct access to the Murray Street crossing
2. Public realm with seating and landscape treatments
3. Pedestrian access to building edge (4.0 m width)
4. Pedestrian access to building edge (3.6 m width)
5. Large pedestrian plaza as part of Walker Place event space with potential for outdoor dining.
6. Paved plaza with potential for outdoor dining
7. Development of improved pedestrian crossing to the river



CAR PARKING

1. Disabled car parking bay with 1.2 m shared space adjacent to parking bay.
2. Angled (45°) car parking bays.
3. Drainage channel used as directional indicator to edge of the car parking bays.
4. Disabled car parking bay with 1.2 m shared space adjacent to parking bay.
5. Angled (45°) car parking bays.
6. Drainage channel used as directional indicator to edge of the car parking bays.



SHARED USED (VEHICULAR ACCESS)

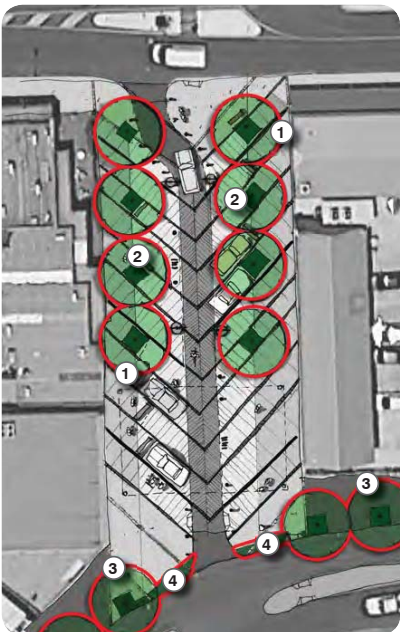
1. Left turn exit onto Murray Street
2. Access road corridor demarcated using street furniture and paving treatments to edge of 'shared used' area
3. One-way access road with a 3.5 m clear width and a roadway paving width of 3.0 m to enable reversing manoeuvres
4. Access road corridor demarcated using street furniture and paving treatments to edge of 'shared used' area
5. Right turn entry into Walker Place
6. Modification of central median to define vehicular access and improve pedestrian crossing

URBAN DESIGN FUNCTION



EVENT PLAZA

1. Potential for 20.0 m x 20.0 m event space
2. Removable wheel stops and seating create open space for events
3. Catenary lighting with support poles and integrated services points for stage lighting or AV requirements
4. Removable bollards to increase open space
5. Event service points integrated into 'Smart Totem'



VEGETATION

1. Avenue tree planting with deciduous species to ensure access to winter sun
2. Planting beds below trees to increase amenity within Walker Place
3. Feature trees to Julian Terrace creating a framed entrance to Walker Place
4. Planting beds to increase amenity, restrict pedestrian access and define vehicular entrance



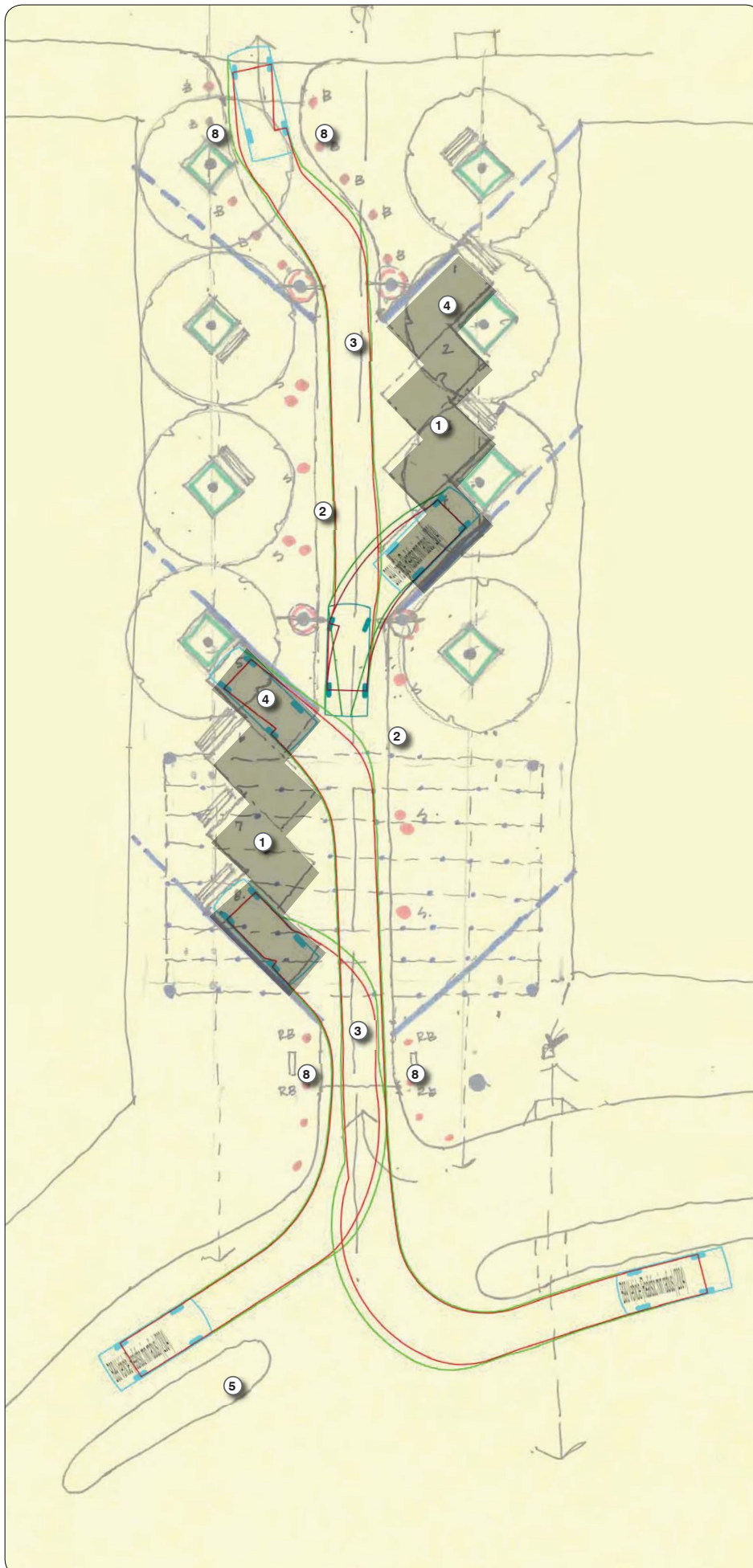
WATER SENSITIVE URBAN DESIGN

1. New SEP (side entry pits) to Murray Street to improve stormwater management
2. Grated drainages to collect stormwater flows throughout Walker Place
3. WSUD tree pits to increase stormwater collection and reuse
4. New stormwater connection to northern side of Walker Place that connects grated drains and tree pits
5. Rain gardens to the entrance of Walker Place
6. Stormwater connection to the river

TRAFFIC MANAGEMENT

KEY POINTS

1. Parking spaces are at 45 degree and 5.2m long and 2.6m wide – High Use category (AS2890.5)
2. Manoeuvring space required from outside edge is 3.5m
3. Lane width to be 3.0m with clear lane width of 3.5m for compliance to AS2890.5
4. Disabled car parks to eastern side of parking bays to enable 1.2m 'shared space' adjacent
5. North pedestrian refuge on Julian Terrace removed
6. Footpath approx. 3.6m north side and 4.0m south side
7. Seating around street lighting seating provided away from roadway
8. Tactile indicators to roadway crossing points



5



VISUALISATIONS



INTEGRATED PAVING AND DRAINAGE



VIEW LOOKING NORTH WEST TOWARD JULIAN TERRACE



LANDSCAPE AREAS AND SEATING



AERIAL PERSPECTIVE VIEW LOOKING NORTH WEST



PAVING BAND ACROSS PUBLIC REALM



AERIAL PERSPECTIVE LOOKING EAST



CATENARY LIGHTING TO EVENT SPACE
TOWN OF GAWLER
COUNCIL MEETING 12 DECEMBER 2017



VIEW LOOKING NORTH EAST TOWARD MURRAY STREET AT NIGHT
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ATTACHMENTS UNDER SEPARATE COVER

STREET FURNITURE

The need to create a cohesive public realm will be critical to the success of Walker Place. By applying a considered approach to the design and selection of street furniture, urban elements and materials within the public realm, quality outcomes can be delivered.

The new urban character for Walker Place builds on the existing context of Gawler and can be expressed and reinforced in the forms, aesthetics and function of the future urban design of the Gawler Central Precinct.

The material and street furniture selection considers:

- *Form and Function (materials and surfaces)*
- *Light and Shade (lighting and lighting effects)*
- *Art and Design (Public Art and street furniture)*

FORM AND FUNCTION

The selected elements and materials can be used to create highlights that reinforce the context of the Precinct, increase the function of the public realm as well as promoting the character of the town.

Similarly, the design of the street furniture can be used to express the intent of Walker Place as the heart of the town, giving rise to unique outcomes which reflect the culture and community values of Gawler towns.

LIGHT AND SHADE

The diurnal properties of the public realm are important – how the space is experienced by the community? – how does it function at night and it is a safe place. As the South Australian climate continues to become more extreme, the activation of the open spaces at night represents a significant opportunity. The delivery of well-lit public space will increase the potential activation of Walker Place both at night and during the day.

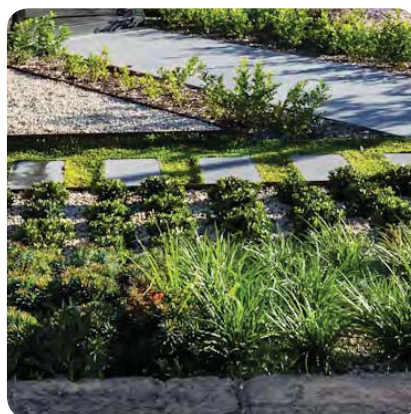
ART AND DESIGN

The role of art and design is significant in maintaining and progressing the culture and community identity of Gawler. Public art can be used as a powerful medium, not simply to commemorate events or histories, but as a demonstration of intent, identity or social value. Public art can provide a physical representation of the aspirations of each town – a cultural celebration or community enabler.



LANDSCAPE

The selection of trees and shrubs Walker Place will create the living fabric to the public realm. The landscape architecture of the street has the power to improve and ameliorate the urban environment (providing shade, reducing heat island effects and limiting dust and pollution). Vegetation can also have a positive effect on the social well-being of the community, creating amenity and pride. The need to maintain a strong landscape structure within Walker Place is extremely important. Future landscape designs must respond to the existing context while, at the same time, responding to climate change and the need to achieve sustainable outcomes.



TREES

Cupaniopsis anacardioides
Jacaranda mimosifolia
Platanus x acerifolia
Pistacia chinensis

SHRUBS

Acacia cognata 'Lime Light'
Atriplex vesicaria
Correa ssp.
Dodonaea viscosa 'Purpureum'
Enchylaena tomentosa
Eremophila scoparia
Grevillea lavandulacea 'Mt Lofty'
Westringia 'Jervois Gem'
Viburnum tinus

GROUND COVERS

Ajuga australis
Bulbine bulbosa
Calostemma purpureum
Carpobrotus rossii
Chrysocephalum apiculatum
Eremophila glabra (Roseworthy form)
Goodenia varia
Hardenbergia violacea
Kennedia prostrata
Myoporum parvifolium
Scaevola albida
Scaevola humilis
GRASSES, SEDGES & RUSHES:
Cymbopogon ambiguus
Dianella revoluta
Dianella 'Goddess'
Dianella 'Little Jess'
Ficinia nodosa
Lomandra multiflora
Poa labillardieri var. labillardieri
Stipa elegantissima
Themeda triandra



GOOSE ISLAND MASTERPLAN

INTRODUCTION

Goose Island represents a significant open space asset located close to the heart of Gawler. While close in proximity, the existing bridge link and seasonal impacts of river flooding limit the potential open space of Goose Island.

With the future revitalisation of Walker Place likely to occur over the next few years and the bridge crossing approaching the end of its asset life, there is an opportunity improve the connectivity of the Town Centre with Goose Island

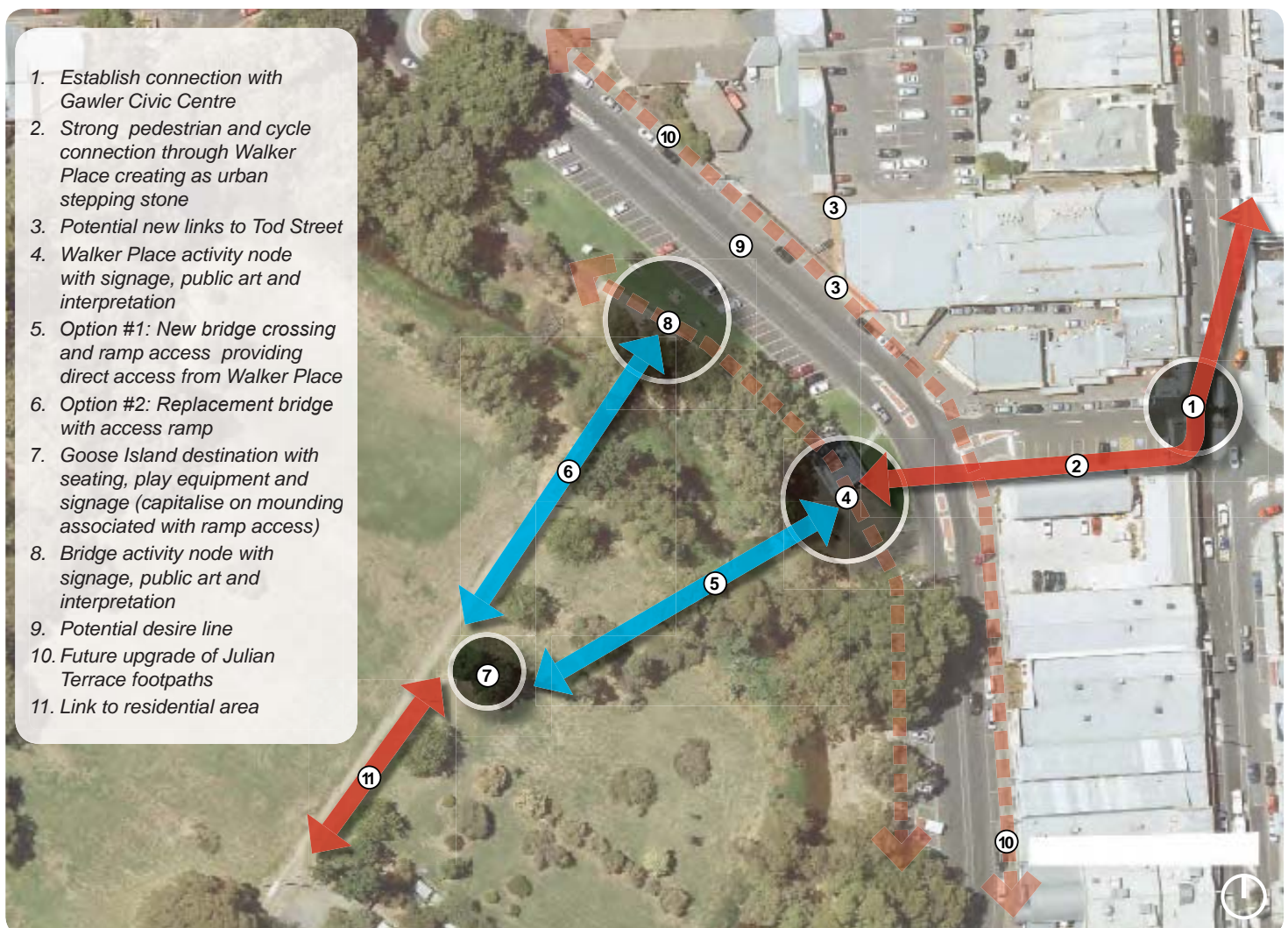
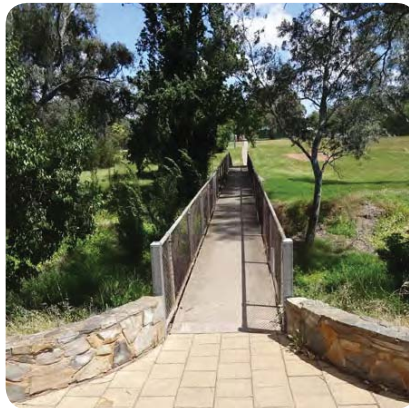


CONNECTIVITY

The provision of accessible and legible links to Goose Island are critical to the ongoing activation of the space. The current bridge is in need of an upgrade and provides limited accessibility. By developing new connections, destinations, public realm upgrades and providing open space programming, Goose Island can become a recognised destination within the Town of Gawler.

To achieve this, the masterplaning of Goose Island must deliver the following:

- Develop strong links to Town Centre (Walker Place and Tod Street)
- Provide compliant access for all users
- Replace the existing bridge structure
- Create activation points and links (relocation of toilet to northern end of Apex Park)
- Consider impacts of flooding on future infrastructure



BRIDGE CONNECTION

The following assessment considers the issues and opportunities associated with upgrade of the Goose Island bridge crossing. Currently, the bridge is not DDA compliant. This lack of compliance extends to the access ramps and adjoining paving areas. In addition, while the bridge provides cycle access from residential areas, the barriers and hand rails associated with the bridge do not meet the required standards.

The opportunity to simply replace the existing bridge structure does not exist and an extensive redesign is required. If a redesign is required, then the bridge location needs to be considered in order to maximise the function and connectivity of the bridge.

The upgrade of the bridge considers two approaches. Firstly retaining the current location and associated links, or relocating the bridge to increase potential connections with Walker Place.

The following discussion, provides a high-level review of the potential issues and opportunities associated with each approach. Key performance criteria include:

- Linkage to the town centre
- Access and legibility
- Modification of river edges
- Ramp access
- Impacts on open space and flood plain
- Connectivity to walking and cycling networks
- Benefits to public realm

EXISTING LOCATION

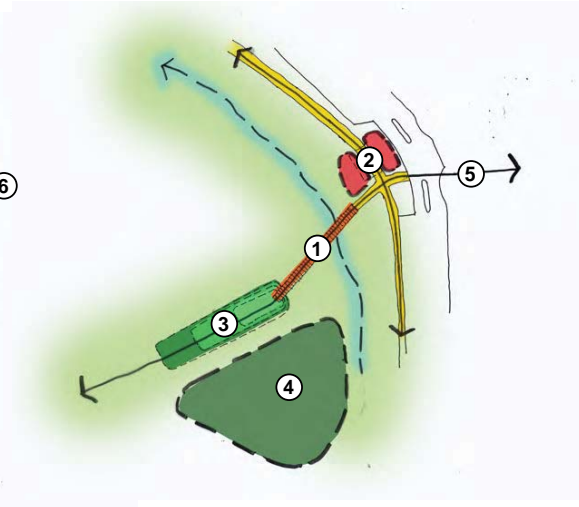
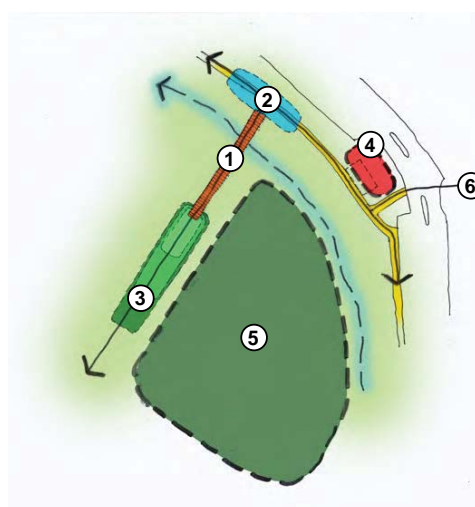
The existing location will require significant redevelopment to create a compliant bridge connection. Key design considerations include:

- Redevelopment of existing landing area and ramps to eastern edge (town centre) to provide 1:14 ramp access.
- Expanded ramp access to Goose Island at 1:14
- Extension of bridge span to meet modified landings (new bridge and support structure)
- Potential impacts of placing fill in flood plain and fragmentation of open space
- Capitalise on desire line from residential area
- Provide connection point equidistant between Walker Place and Tod Street (not a direct link)

WALKER PLACE

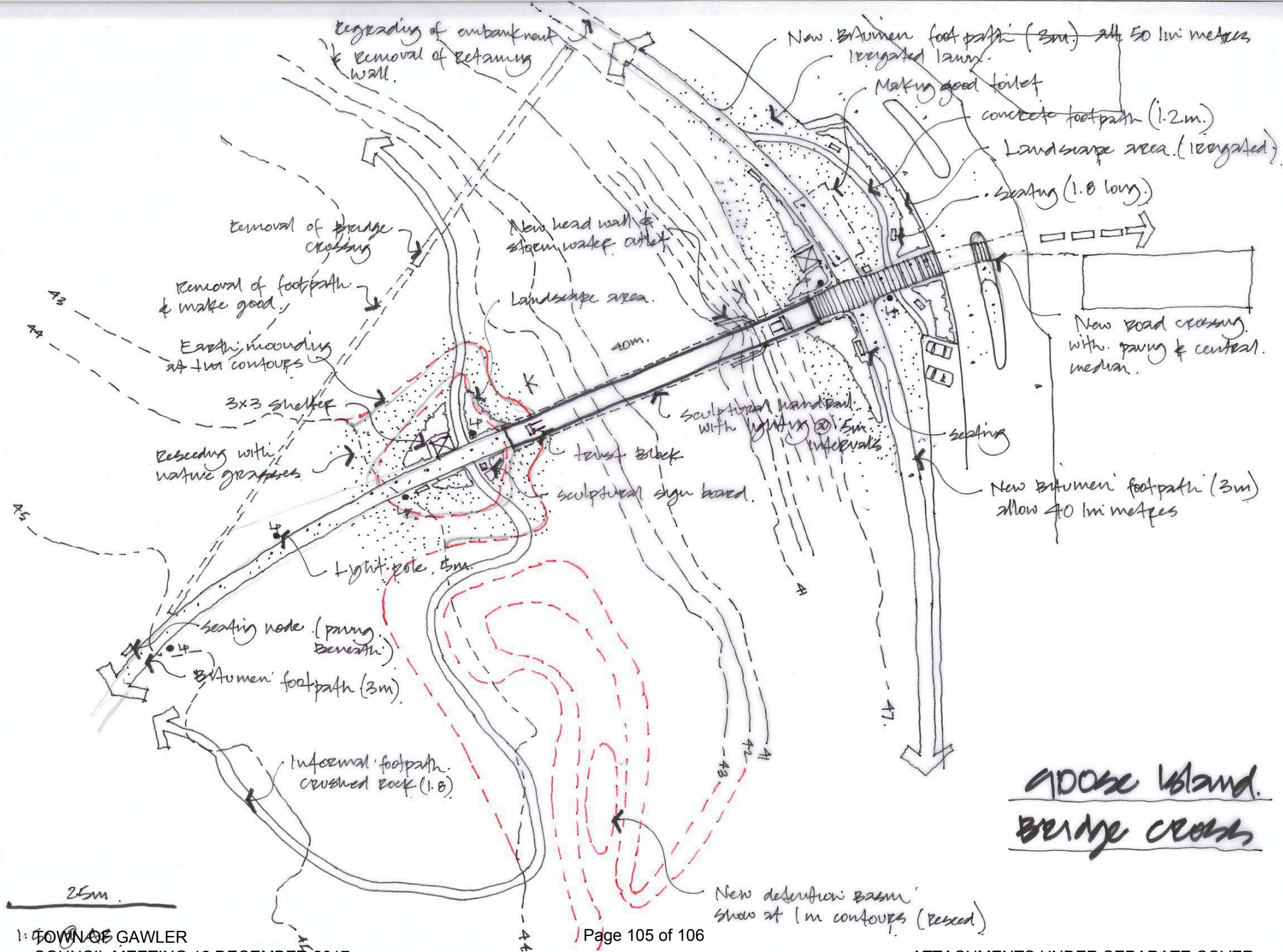
The Walker Place location will require significant development to deliver a compliant bridge connection. Key design considerations include:

- Development of landing area and ramps as part of public toilet demolition to eastern edge to provide 1:14 ramp access.
- Development is new ramp access to Goose Island at 1:14
- Bridge span to meet proposed landings (new bridge and support structure)
- Potential impacts of placing fill in flood plain (less fragmentation of open space)
- Capitalise on desire line Walker Place and Town Centre
- Reinforces Walker Place as the town heart



1. New bridge with increased span
2. Redevelopment of landing area to create compliant access
3. Compliant ramp access with combination of earth mounding and boardwalk access
4. New landscape area
5. Potential fragmentation of open space (due to location of mounding)
6. Pedestrian and cycle access from Walker Place

1. New bridge with increased span
2. Redevelopment of landing area to create compliant access and landscape areas
3. Compliant ramp access with combination of earth mounding and boardwalk access
4. Limited fragmentation of open space (due to location of mounding)
5. Pedestrian and cycle access from Walker Place



GOOSE ISLAND BRIDGE CROSS

