



AGENDA

FOR RESOURCES AND GOVERNANCE COMMITTEE MEETING TO BE HELD ON

**15 MAY 2017 AT THE CONCLUSION OF BUDGET AND FINANCE COMMITTEE
IN COMMITTEE ROOM 1, 12 JAMES STREET, SALISBURY**

MEMBERS

Cr S Bedford (Chairman)
Mayor G Aldridge (ex officio)
Cr D Balaza
Cr D Bryant
Cr L Caruso
Cr R Cook (Deputy Chairman)
Cr D Pilkington
Cr D Proleta

REQUIRED STAFF

General Manager Business Excellence, Mr C Mansueto
General Manager City Development, Mr T Sutcliffe
Manager Governance, Ms T Norman
Manager Communications and Customer Relations, Mr M Bennington

APOLOGIES

Apologies have been received from Cr D Pilkington and Cr R Cook.

LEAVE OF ABSENCE

PRESENTATION OF MINUTES

Presentation of the Minutes of the Resources and Governance Committee Meeting held on 18 April 2017.

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CONFIDENTIAL ITEMS

3.8.1 Appointment of the Development Assessment Panel Public Officer

Pursuant to section 83(5) of the *Local Government Act 1999* the Chief Executive Officer has indicated that, if Council so determines, this matter may be considered in confidence under Part 3 of the *Local Government Act 1999* on that grounds that:

1. *Pursuant to Section 90(2) and (3)(a) of the Local Government Act 1999, the principle that the meeting should be conducted in a place open to the public has been outweighed in relation to this matter because:*
 - *it relates to information the disclosure of which would involve the unreasonable disclosure of information concerning the personal affairs of any person (living or dead).*
2. *In weighing up the factors related to disclosure,*
 - *disclosure of this matter to the public would demonstrate accountability and transparency of the Council's operations*
 - *Non-disclosure of the matter and discussion of this item in confidence would protect information relating to the personal affairs of the person affected and proposed action by Council in considering the individual to whom those personal affairs relate for appointment as Public Officer of the Development Assessment Panel.*

*On that basis the public's interest is best served by not disclosing the **Appointment of the Development Assessment Panel Public Officer** item and discussion at this point in time.*
3. *Pursuant to Section 90(2) of the Local Government Act 1999 it is recommended the Council orders that all members of the public, except staff of the City of Salisbury on duty in attendance, be excluded from attendance at the meeting for this Agenda Item.*

CLOSE



**MINUTES OF RESOURCES AND GOVERNANCE COMMITTEE MEETING HELD IN
COMMITTEE ROOM 1, 12 JAMES STREET, SALISBURY ON**

18 APRIL 2017

MEMBERS PRESENT

Cr S Bedford (Chairman)
Mayor G Aldridge (ex officio)
Cr L Caruso
Cr R Cook (Deputy Chairman)
Cr D Pilkington
Cr D Proleta

STAFF

Acting Chief Executive Officer, Mr C Mansueto
Manager Governance, Ms T Norman
Manager Communications and Customer Relations, Mr M Bennington

The meeting commenced at 9.24pm

The Chairman welcomed the members, staff and the gallery to the meeting.

APOLOGIES

Apologies were received from Cr D Balaza and Cr D Bryant.

LEAVE OF ABSENCE

Nil

PRESENTATION OF MINUTES

Moved Cr R Cook
Seconded Cr D Proleta

The Minutes of the Resources and Governance Committee Meeting held on 20 March 2017, be taken and read as confirmed.

CARRIED

REPORTS

Administration

3.0.1 Future Reports for the Resources and Governance Committee

Moved Cr L Caruso
Seconded Cr D Proleta

1. The information be received.

CARRIED

Corporate Governance

3.6.1 Review of Elected Members Records Management Policy

Moved Cr D Pilkington
Seconded Cr R Cook

1. The Information be received.
2. The Elected Members Records Management Policy as set out in Attachment 1 to this report (Item No. 3.6.1, Resources and Governance Committee, 18/04/2017), be endorsed.

CARRIED

Mayor G Aldridge entered the meeting at 09:26 pm.

3.6.2 Variations to Delegations

Moved Cr D Pilkington

Seconded Cr D Proleta

1. Having conducted a review of Delegations in accordance with Section 44(6) of the *Local Government Act 1999*, the Council hereby revokes its previous delegations to the Chief Executive Officer, effective from 1 May 2017 of those powers and functions under the following:
 - 1.1 *Development Regulations 2008*
 - Regulations 9A(1), 15(7a), 15(7b), 15(11) and 15(12)
 - 1.2 *Freedom of Information Act 1993*
 - Sections 25(3), 26(3), 27(3), 28(3), 36(2), 39, 40(1) and 41(1).
2. In exercise of the powers contained in Section 20 and 34(23) of the *Development Act 1993*, the powers and functions under the *Development Act 1993* and the *Development Regulations 2008* contained in the proposed Instrument of Delegation forming an attachment to this report (Attachment 2, Item No. 3.6.2, Resources and Governance Committee, 18/04/2017) are hereby delegated from 2 May 2017 to the person occupying the office of Chief Executive Officer, subject to the conditions and / or limitations indicated herein or in the Schedule of Conditions contained in the proposed Instrument of Delegation under the *Development Act 1993* and *Development Regulations 2008*.
 - 2.1 *Development Regulations 2008*
 - Regulations 32(2)(5), 47A(1), 8A(1)(a), 8A(1)(b), 8B(1), 9A(1), 15(7b), 15(7a), 15(7b)(b)(iii), 15(11) and 15(12).
3. In exercise of the power contained in Section 44 of the *Local Government Act 1999* the powers and functions under the following Act contained in the proposed Instrument of Delegation forming an attachment to this report (Attachment 3, Item No. 3.6.2, Resources and Governance Committee, 18/04/2017), are hereby delegated from 2 May 2017 to the person occupying the office of Chief Executive Officer, subject to the conditions and / or limitations indicated herein or in the Schedule of Conditions contained in the proposed Instrument of Delegation under the *Freedom of Information Act 1993*.
 - 3.1 *Freedom of Information Act 1993*
 - Sections 25(3), 26(3), 27(3), 28(3), 36(2), 39, 40(1) and 41(1).
4. Such powers and functions may be further delegated by the Chief Executive Officer as the Chief Executive Officer sees fit and in accordance with the relevant legislation unless otherwise indicated in the conditions and/or limitations specified in the Delegations Register.

CARRIED

3.6.3 Feedback Sought on Proposal to Amend the Local Government (Elections) Act 1999

Moved Cr D Pilkington

Seconded Cr R Cook

1. The information be received.
2. That the LGA be advised that Council does not support the main proposal requiring the Electoral Commissioner to mail out information about candidates elected unopposed but rather supports the option whereby the LGA obtains the profile data for candidates elected unopposed from the Electoral Commissioner and publishes it on the Candidates Website along with other candidates' data.

CARRIED

3.6.4 Feedback Sought on Proposed Change to the Voting Method in Local Government Elections

Moved Cr L Caruso

Seconded Cr R Cook

1. The information be received.
2. That the LGA be advised that Council supports a change to the 'optional preferential voting' method in Local Government Elections.

CARRIED

3.6.5 Summary Reports for Attendance at Training and Development Activities - Cr Bryant and Cr White

Moved Cr L Caruso

Seconded Mayor G Aldridge

1. The information be received.

CARRIED

3.6.6 Review of Vandalism and Graffiti Reward Program Policy

Moved Cr D Pilkington

Seconded Mayor G Aldridge

1. The Information be received.
2. The Vandalism and Graffiti Reward Program Policy as set out in Attachment 1 to this report (Item No. 3.6.6, Resources and Governance Committee, 18/04/2017), be endorsed.

CARRIED

3.6.7 Review of Club Fee Policy

Cr D Pilkington declared a conflict of interest due to being a Treasurer of The Salisbury East Junior Soccer Club which leases a facility from Council and left the meeting at 09:33 pm.

Mayor G Aldridge declared a perceived conflict interest due to being Patron of multiple clubs throughout the City and elected to manage the conflict by remaining in the meeting and voting in the best interests of the City of Salisbury.

Moved Cr R Cook

Seconded Cr D Proleta

1. The Information be received.
2. The Club Fee Policy as set out in Attachment 1 to this report (Item No. 3.6.7, Resources and Governance, 18/04/2017), be endorsed.

CARRIED

The majority of members present voted IN FAVOUR of the MOTION.

Mayor Aldridge voted IN FAVOUR of the MOTION.

Cr D Pilkington returned to the meeting at 09:36 pm.

3.6.8 Review of Plaques and Memorials Policy

Moved Cr L Caruso

Seconded Cr R Cook

1. The Information be received.
2. The Plaques and Memorials Policy as set out in Attachment 1 to this report (Item No. 3.6.8, Resources and Governance Committee, 18/04/2017), be endorsed.

CARRIED

3.6.9 Review of Community Recreation Facilities Sponsorship Policy

Moved Cr D Pilkington

Seconded Cr R Cook

1. The Information be received.
2. The Community Recreation Facilities Sponsorship Policy as set out in Attachment 1 to this report (Item No. 3.6.9, Resources and Governance Committee, 18/04/2017), be endorsed.

CARRIED

3.6.10 Review of Community Recreation Facilities Signage Policy

Moved Cr L Caruso

Seconded Mayor G Aldridge

1. The Information be received.
2. The Community Recreation Facilities Signage Policy as set out in Attachment 1 to this report (Item No. 3.6.10, Resources and Governance Committee, 18/04/2017), be endorsed.

CARRIED

3.6.11 Review of Walkway Closures Policy

Moved Cr D Pilkington

Seconded Cr R Cook

1. The Information be received.
2. The Walkway Closures Policy as set out in Attachment 1 to this report (Item No. 3.6.11, Resources and Governance Committee, 18/04/2017), be endorsed.

CARRIED

3.6.12 Review of Community Club Financial Guarantee Policy

Moved Cr D Pilkington

Seconded Mayor G Aldridge

1. The Information be received.
2. The Community Club Financial Guarantee Policy as set out in Attachment 1 to this report (Item No. 3.6.12, Resources and Governance Committee, 18/04/2017), be endorsed.

CARRIED

3.6.13 Review of Enforcement Policy

Moved Mayor G Aldridge

Seconded Cr D Pilkington

1. The Information be received.
2. The Enforcement Policy as set out in Attachment 1 to this report (Item No. 3.6.13, Resources and Governance Committee, 18/04/2017), be endorsed.

CARRIED

3.6.14 Review of Sub-Licence Approval Policy

Cr D Pilkington declared an interest due to being Treasurer and past Chair of the Salisbury East Junior Soccer Club which signed a Sub Lease Agreement and left the meeting at 09:41 pm.

Moved Mayor G Aldridge
Seconded Cr R Cook

1. The Information be received.
2. The Sub-Licence Approval Policy as set out in Attachment 1 to this report (Item No. 3.6.14, Resources and Governance Committee, 18/04/2017), be endorsed.

CARRIED

Cr D Pilkington returned to the meeting at 09:42 pm.

3.6.15 Review of Surplus Community Land Policy

Moved Mayor G Aldridge
Seconded Cr R Cook

1. The Information be received.
2. The Surplus Community Land Policy as set out in Attachment 1 to this report (Item No. 3.6.15, Resources and Governance Committee, 18/04/2017), be endorsed.

CARRIED**3.6.16 Review of Outdoor Facility Hire Policy**

Moved Cr D Pilkington
Seconded Mayor G Aldridge

1. The Information be received.
2. The Outdoor Facility Hire Policy as set out in Attachment 1 to this report (Item No. 3.6.16, Resources and Governance Committee, 18/04/2017), be endorsed.

CARRIED**3.6.17 Review of Private Parking Areas Act - Private Parking Agreements Policy**

Moved Mayor G Aldridge
Seconded Cr D Pilkington

1. The Information be received.
2. The Private Parking Areas Act - Private Parking Agreements Policy as set out in Attachment 1 to this report (Item No. 3.6.17, Resources and Governance Committee, 18/04/2017), be endorsed.

CARRIED

3.6.18 LGA Membership Subscription Formula Consultation

Mayor G Aldridge declared an interest due to being a member of the LGA Board and elected to manage the interest by remaining in the meeting and voting in the best interests of the community

Moved Cr D Proleta

Seconded Cr R Cook

1. Information is received
2. That a submission is made to the Local Government Association noting support for:
 - a. An equal flat component for each member designed to collect at least 20% of overall subscriptions;
 - b. The 40% population and 60% revenue (three-year average) split for the balance of subscriptions should be maintained;
 - c. The three times capped subscription limit should be eliminated and replaced with a model which involves a declining block rate for set increments in population and revenue.

CARRIED

*The majority of members present voted IN FAVOUR of the MOTION.
Mayor G Aldridge voted IN FAVOUR of the MOTION.*

3.6.19 Voting Advice to Council Delegate for the Local Government Association Ordinary General Meeting - 21 April 2017

Moved Cr L Caruso

Seconded Cr R Cook

1. Council direct its voting delegate (Mayor Gillian Aldridge or Deputy Mayor Donna Proleta as proxy) to vote for the Local Government Association Ordinary General Meeting recommendations as set out in the attachment to this report (Resources and Governance, 18 April 2017, Item 3.6.19).

CARRIED

3.6.20 Review of Liquor Licences Policy

Cr S Bedford declared a perceived conflict of interest due to his employment and elected to manage the conflict by remaining in the meeting but not voting in relation to the item.

Cr L Caruso declared a conflict of interest due to holding a liquor licence and left the meeting at 09:54 pm.

Moved Cr D Pilkington

Seconded Mayor G Aldridge

1. The Information be received.
2. The Liquor Licences Policy as set out in Attachment 1 to this report (Item No. 3.6.20, Resources and Governance Committee, 18/04/2017), be endorsed.

CARRIED

The majority of members present voted IN FAVOUR of the MOTION.

Cr S Bedford DID NOT VOTE in relation to the item.

Cr L Caruso returned to the meeting at 09:54 pm.

3.6.21 Nominations Sought for the South Australian Public Health Council

Moved Cr D Pilkington

Seconded Cr R Cook

1. No nomination be made for a Local Government Member on the South Australian Public Health Council.

With leave of the meeting and consent of the seconder Cr D Pilkington
VARIED the MOTION as follows :

1. Further information be provided in relation to timing of meetings of the South Australian Public Health Council.

CARRIED

OTHER BUSINESS

OB-R&G1 Signage to improve dog management at St Kilda

Moved Cr R Cook

Seconded Cr L Caruso

That staff investigate signage options to improve dog management at St Kilda and provide a report to Council for consideration.

CARRIED

The meeting closed at 10.03 pm.

CHAIRMAN.....

DATE.....

ITEM	3.0.1
	RESOURCES AND GOVERNANCE COMMITTEE
DATE	15 May 2017
HEADING	Future Reports for the Resources and Governance Committee
AUTHOR	Michelle Woods, Projects Officer Governance, CEO and Governance
CITY PLAN LINKS	4.3 Have robust processes that support consistent service delivery and informed decision making.
SUMMARY	This item details reports to be presented to the Resources and Governance Committee as a result of a previous Council resolution. If reports have been deferred to a subsequent month, this will be indicated, along with a reason for the deferral.

RECOMMENDATION

1. The information be received.

ATTACHMENTS

There are no attachments to this report.

1. BACKGROUND

- 1.1 Historically, a list of resolutions requiring a future report to Council has been presented to each committee for noting.

2. CONSULTATION / COMMUNICATION

- 2.1 Internal
 - 2.1.1 Report authors and General Managers.
- 2.2 External
 - 2.2.1 Nil.

3. REPORT

3.1 The following table outlines the reports to be presented to the Resources and Governance Committee as a result of a Council resolution:

Meeting Item	- Heading and Resolution	Officer
22/06/2015 3.3.2 Due:	Amendments to the Dog and Cat Management Act 3. Council note that staff will review the need for a cat by-law 12 months after the implementation of the proposed Bill and provide a further report to Council. July 2017	John Darzanos
28/09/2015 3.6.1 Due:	Review of Provision of Elected Member IT Equipment 2. A revised Elected Member Allowances, Facilities and Support Policy be brought back to Council in July 2018. July 2018	Joy Rowett
27/06/2016 3.6.2 Due:	Mobile Food Van Policy 3. Once the State Government position in relation to Food Trucks has been finalised a report be prepared setting out a Mobile Food Van Policy for endorsement. July 2017	Tim Starr
30/01/2017 3.2.1 Due:	Appointment of Independent Members to Development Assessment Panel 2. A further report is provided on the changes to the Development Assessment Panels as a result of the Planning, Development and Infrastructure Act 2016 once the full information has been released by the state government. July 2017	Chris Zafiropoulos
30/01/2017 3.6.4 Due:	Review of the Procurement Policy to incorporate use of Australian Made steel for Council construction projects 2. A review of the implications of the adoption of a variation to the Procurement Policy to use to use Australian made steel as set out in Part 1 (Item 3.6.4, Resources and Governance Committee, 23/01/2017) be undertaken in 12 months. January 2018	Matt Harris
24/04/2017 OB1-R&G Due:	Signage to Improve Dog Management at St Kilda 1. That staff investigate signage options to improve dog management at St Kilda and provide a report to Council for consideration. July 2017	Brad Scholefield

4. CONCLUSION / PROPOSAL

4.1 Future reports for the Resources and Governance Committee have been reviewed and are presented to Council for noting.

CO-ORDINATION

Officer:	EXECUTIVE GROUP	GMCID	GMCI	GMBE
Date:	08/05/17	01/05/17	02/05/17	02/05/17

ITEM	3.3.1
	RESOURCES AND GOVERNANCE COMMITTEE
DATE	15 May 2017
HEADING	Little Para Golf Course - Playing Area Signage
AUTHOR	Pippa Webb, General Manager Community Development, Community Development
CITY PLAN LINKS	4.3 Have robust processes that support consistent service delivery and informed decision making.
SUMMARY	Little Para Golf Course continues to attract golfers out of hours and without membership. This is causing parking issues particularly in Goodall Crescent, safety issues and a loss of amenity for local residents. In order to address these issues, it is proposed that the Council resolve to apply certain provisions of the Local Government Land By-law to the golf course to restrict its use for golf and other sport without the Council's permission and, that the Council approve the erection of signage to assist in enforcing the By-law.

RECOMMENDATION

1. That the information be received.
2. Pursuant to the power contained in section 246(3)(e) of the *Local Government Act 1999*, the Council resolves, effective from 30 May 2017, to apply sub-clause 9.25.4 of *By-law No. 4-Local Government Land* (the By-law) to the Local Government land comprising the Little Para Golf Course as detailed in the diagram in Attachment 1 to this report so that the permission of the Council (or its agent) is required to play or practice the game of golf on the land unless a person is a member of the Little Para Golf Course or, has paid the required fee.
3. That, as a playing area for the purposes of sub-clause 9.30 of the By-law, the Council resolves by way of a direction under clause 9.30.3 of the By-law, that the Little Para Golf Course as detailed in the diagram in Attachment 1 to this report must not, without the permission of the Council (or its agent), be used by any person:
 - a. to play or practice the game of golf unless the person is a member of the Little Para Golf Course or, has paid the required fee; or
 - b. to play or practice any other sporting activity.
4. That the Administration undertake all necessary steps to give effect to the Council's resolution under paragraphs 2 and 3 above, including by:
 - a. publishing notice of them in the Government Gazette and in a local newspaper circulating in the Council's area;
 - b. making copies of them available online and within the Councils register of by-laws; and
 - c. erecting signage as appropriate on the land.
5. (If council resolves as per recommendation 2 and 3) that Belgravia staff be trained and appointed as Authorised Officers for the purposes of being able to enforce Sub-clauses 9.25.4 and 9.30 of By-law in respect of the Little Para Golf Course.

ATTACHMENTS

This document should be read in conjunction with the following attachments:

1. City of Salisbury Local Government Land By-Law 2015, By-Law No. 4 of 2015
2. Signage

1. BACKGROUND

- 1.1 Little Para Golf course is located at 62 Martins Rd, Paralowie SA 5108, adjacent Goodall Crescent which is regularly utilized by residents for on street parking.
- 1.2 The golf course is managed by Belgravia, via a Management Agreement.
- 1.3 Residents living in Goodall Crescent have complained about people entering the Little Para Golf Course after hours, and utilizing parking normally available for residents overflow.
- 1.4 In addition residents have complained there have been examples of excessive noise, lewd behavior, residents and people walking on the Little Para Trail being exposed to stray golf balls flying around the area (afterhours golfers sometimes deliberately will aim for houses, roofs and walkers).
- 1.5 Out of hours golfers are appearing at all times of the day and night causing noise, danger to residents and parking issues. There are occasions when the course itself have been damaged by activity outside of opening times of the Course, leading to increased maintenance costs and associated inconvenience to regular customers.
- 1.6 Remediation action has taken place to facilitate better community education and enforcement. Our current process is to help control the actions of people utilising the course out of hours includes;
 - Random patrols by City of Salisbury;
 - Meeting with Salisbury Police to encourage more frequent patrols from them outside of opening hours.
- 1.7 These activities have been moderately effective in curbing some behaviors. However, where the Council resolves to apply certain provisions of the Council's Local Government Land By-Law 4 2015 (the By-law) to the land and erects signage thereon to notify the public of this, this would allow a reasonable enforcement strategy to be implemented to reduce unauthorised access to the course and, to assist the Council in managing the land consistent with its intended purpose.
- 1.8 In addition to these activities arrangements have been made for the training and appointment of Belgravia staff as Authorised Officers, who are then able to request people leave the course under the Local Government Act, thus reducing the involvement of council enforcement staff.

2. CONSULTATION / COMMUNICATION

2.1 Internal

- 2.1.1 Brian Gillies – Contracts Project Officer
- 2.1.2 John Darzanos - Manager Environmental Health & Safety

2.2 External

- 2.2.1 Catherine Foreman – Belgravia Leisure
- 2.2.2 Cimon Burke – Kelledy Jones Lawyers

3. REPORT

- 3.1 The proposed signage (refer Attachment 2) would allow officers (including Belgavia Authorised Officers) to enforce the By-law in relation to the Golf Course. The following provisions of the By-law are relevant in this regard:

- 3.1.1 Sub-clause 9.25.4 of the By-law provides:

A person must not, without the permission of the Council, play or practice the game of golf on Local Government land to which the Council has resolved this sub-clause applies.

- 3.1.2 Sub-clause 9.30.3 of the By-law provides:

A person must not, without the permission of the Council, use or occupy a playing area contrary to directions of the Council made by resolution and indicated on a sign displayed adjacent to the playing area.

- 3.2 Further, pursuant to section 238(3) of the Act, if a Council makes a By-law about access to or use of a particular piece of Local Government land (under section 238), the Council should erect a sign in a prominent position on, or in the immediate vicinity of, the land to which the By-law applies. Further, the successful enforcement of clause 9.30.3 of the By-law requires signage to be erected on the land.
- 3.3 In addition, the Council may, under sub-clause 7.1. of the By-law close, or regulate or restrict access to, any part of Local Government land (including the golf course) to the public for specified times and days and/or fix charges or fees payable for entry onto any part of Local Government land.
- 3.4 Under sub-clause 8 of the By-law, a person must not without permission, enter or remain on any Local Government land which has been closed, or in respect of which access by the public is regulated or restricted in accordance with clause 7.1, where entry fees or charges are payable, without paying those fees or charges; or where the land has been enclosed by fences and/or walls and gates that have been closed and locked.
- 3.5 It is not intended to restrict walking and other use of the area outside of golfing times for low level activity which does not cause damage to the course. Rather, it is the damaging activities which need to be restricted as well as access after hours that causes parking and noise complaints by residents adjacent the course.
- 3.6 The intention is also to ensure that where persons engage in golf without membership, they can be directed to join the club, or cease their activities.

- 3.7 Staff have identified the following locations for the signage;
- Halbury Road;
 - Goodall Cres;
 - Jane Court;
 - Myall Blvd and;
 - Fence on Driving Range.
- 3.8 Signs have been designed and the estimated cost of each sign installed can be completed within existing budgets and an estimate quote for the work has been obtained to the value of \$1367.26, which can be accommodated within existing budgets. Pending Council support, installation can be scheduled for the end of June.
- 3.9 Signage will ensure raised awareness and that enforcement can take place if required. It is considered the best way to maximize awareness and an essential component of the enforcement strategy.
- 3.10 The sign has been designed in a way to offer a contact point for membership and to advertise the City of Salisbury web sites and social media channels.
- 3.11 A community awareness campaign regarding the signage would also be deployed consisting of updating the council website, social media and on site.
- 3.12 If Council resolves to implement the changes, the changes must also be gazette and published in a local newspaper circulating in the local area. Copies must also be made available online and within the Council's register of by-laws.
- 3.13 As Belgravia staff are have been appointed as authorized officers, they will also be able to facilitate education and information and enforcement on site. As a result there is not anticipated to be any additional cost implications for Council to undertake the enforcement.

4. CONCLUSION / PROPOSAL

- 4.1 Despite best efforts over a number of months, there continues to be unauthorised use of the Little Para Golf Course. This has caused discomfort for residents adjacent the course as well as damage and financial cost to the Little Para Golf Course. It is not possible at present to properly enforce playing restrictions to non-members.
- 4.2 It is not intended to restrict walking and other use of the area which does not cause damage to the course or interfere with the usage of members. There is some low level activity which can be accommodated outside of golfing times, however it is the damaging activities which need to be restricted as well as access after hours which cause parking and noise complaints by residents adjacent the course.
- 4.3 Endorsing the erection of signage to alert the public that this is an area to which a person must not, without the permission of the Council under the By-law, use the land for the purposes of playing or practicing the game of golf, or other sporting activities, unless (in the case of playing golf) those persons are members of the golf course or have paid the required fees, will ensure proper enforcement of the By-law can be carried out with confidence.

- 4.4 In order to establish the golf course as a restricted playing under the By-law, the Council will be required to resolve as per recommendation 2 and 3 of this Report and staff will be required to publish a notice of determination in the Government Gazette and in a local newspaper circulating in the area, and ensure copies of the determination are made available online and within Council's register of by-laws advising that the Little Para Golf Course as detailed in the diagram in Attachment 1 to this report is a restricted playing area.
- 4.5 In addition providing training and appointments of Belgravia staff as Authorised officers under the act will allow them to carry out enforcement activity as required at the Little Para Golf Course, and reduce the need for Council staff to carry out enforcement activities.

CO-ORDINATION

Officer: EXECUTIVE GROUP
Date: 08/05/2017



CITY OF SALISBURY
LOCAL GOVERNMENT LAND BY-LAW 2015
BY-LAW NO. 4 OF 2015

A By-law to regulate the access to and use of Local Government land (other than roads), and certain public places.

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PART 1 – PRELIMINARY**1. Title**

This By-law may be cited as the *Local Government Land By-law 2015* and is By-law No. 4 of the City of Salisbury.

2. Authorising law

This By-law is made under sections 238 and 246 of the Act, sections 667(1) 4.I and 9.XVI of the *Local Government Act 1934* and section 18A of the *Harbors and Navigation Act 1993*.

3. Purpose

The objectives of this By-law are to regulate the access to and use of Local Government land (other than roads), and certain public places:

- 3.1. to prevent and mitigate nuisances;
- 3.2. to prevent damage to Local Government land;
- 3.3. to protect the convenience, comfort and safety of members of the public;
- 3.4. to enhance the amenity of the Council area; and
- 3.5. for the good rule and government of the area.

4. Commencement, revocation and expiry

4.1. The following By-laws previously made by the Council are revoked from the day on which this By-law comes into operation¹:

4.1.1 By-law No. 4 – Local Government Land²

4.2. This By-law will expire on 1 January 2023.³

Note-

- 1. Generally a By-law comes into operation 4 months after the day on which it is gazetted: section 249(5) of the Act.
- 2. Section 253 of the Act provides that the revocation of a By-law by another By-law that contains substantially the same provisions, does not affect certain resolutions such as those applying a By-law to a part or parts of the Council area.
- 3. Pursuant to section 251 of the Act, a By-law will expire on 1 January following the seventh anniversary of the gazettal of the By-law.

5. Application

- 5.1. This By-law operates subject to the Council's *Permits and Penalties By-law 2015*.
- 5.2. Subject to clauses 5.3 & 5.4, this By-law applies throughout the Council area.
- 5.3. Clauses 9.2, 9.8.1, 9.8.3, 9.9.1, 9.25.1-9.25.4, 9.28.2, 9.38, 10.3 and 10.9.2 of this By-law only apply in such part or parts of the Council area as the Council may, by resolution direct in accordance with section 246(3)(e) of the Act.

- 5.4. Clauses 9.4.1(c), 9.14.2, 9.34.1 of this By-law apply throughout the Council area except in such part or parts of the Council area as the Council may by resolution direct in accordance with section 246(3)(e) of the Act.

6. Interpretation

In this By-law, unless the contrary intention appears:

- 6.1. **Act** means the *Local Government Act 1999*;
- 6.2. **animal or animals** includes birds and insects but does not include a dog;
- 6.3. **boat** includes a raft, pontoon or personal watercraft or other similar device;
- 6.4. **camp** includes setting up a camp, or causing a tent, caravan or motor home to remain on the land for the purpose of staying overnight, whether or not any person is in attendance or sleeps on the land;
- 6.5. **Council** means the City of Salisbury;
- 6.6. **electoral matter** has the same meaning as in the *Electoral Act 1985* provided that such electoral matter is not capable of causing physical damage or injury to any person within its immediate vicinity;
- 6.7. **effective control** means a person exercising effective control of an animal either:
- 6.7.1 by means of a physical restraint; or
- 6.7.2 by command, the animal being in close proximity to the person and the person being able to see the animal at all times;
- 6.8. **emergency worker** has the same meaning as in the *Road Traffic (Road Rules – Ancillary and Miscellaneous Provisions) Regulations 2014*;
- 6.9. **foreshore** means land extending from the low water mark on the seashore in the Council's area to the nearest road or section boundary, or for a distance of 50 metres from the high water mark (whichever is the lesser);
- 6.10. **funeral ceremony** means a ceremony only (i.e. a memorial service) and does not include a burial;
- 6.11. **kettle barbeque** is a barbeque or other device used for cooking food that uses solid fuel including (but not limited to) wood, charcoal and heat beads.
- 6.12. **liquor** has the same meaning as in the *Liquor Licensing Act 1997*;
- 6.13. **Local Government land** means all land owned by the Council or under the Council's care, control and management (except roads);
- 6.14. **low water mark** means the lowest meteorological tide;
- 6.15. **offensive** includes threatening, abusive, insulting or annoying behaviour and offend has a complementary meaning;
- 6.16. **open container** means a container which:

- (a) after the contents of the container have been sealed at the time of manufacture -
 - (i) being a bottle, it has had its cap, cork or top removed (whether or not it has since been replaced);
 - (ii) being a can, it has been opened or punctured;
 - (iii) being a cask, it has had its tap placed in a position to allow it to be used;
 - (iv) being any other form of container, it has been opened, broken, punctured or manipulated in such a way as to allow access to its contents; or
 - (v) is a flask, glass, mug or other container able to contain liquid.
- 6.17. **personal watercraft** means a device that –
 - 6.17.1 is propelled by a motor; and
 - 6.17.2 has a fully enclosed hull; and
 - 6.17.3 is designed not to retain water if capsized; and
 - 6.17.4 is designed to be operated by a person who sits astride, stands, or kneels on the device,
 and includes the device commonly referred to as a jet ski;
- 6.18. **tobacco product** has the same meaning as in the *Tobacco Products Regulation Act 1997*;
- 6.19. **vehicle** has the same meaning as in the *Road Traffic Act 1961*;
- 6.20. **waters** includes a body of water, including a pond, lake, river, creek or wetlands under the care, control and management of the Council but does not include ocean waters.

Note-

Section 14 of the *Acts Interpretation Act 1915* provides that an expression used in a By-law has, unless the contrary intention appears, the same meaning as in the Acts under which the By-law was made.

PART 2 – ACCESS TO LOCAL GOVERNMENT LAND**7. Access****Note-**

Pursuant to section 238(3) of the Act, if a Council makes a By-law about access to or use of a particular piece of Local Government land (under section 238), the Council should erect a sign in a prominent position on, or in the immediate vicinity of, the land to which the By-law applies.

The Council may:

- 7.1. close, or regulate or restrict access to, any part of Local Government land to the public for specified times and days; and
- 7.2. fix charges or fees payable for entry onto any part of Local Government land.

8. Closed lands

A person must not without permission, enter or remain on any Local Government land:

- 8.1. which has been closed, or in respect of which access by the public is regulated or restricted in accordance with clause 7.1;
- 8.2. where entry fees or charges are payable, without paying those fees or charges; or
- 8.3. where the land has been enclosed by fences and/or walls and gates that have been closed and locked.

PART 3 – USE OF LOCAL GOVERNMENT LAND**9. Activities requiring permission****Note-**

Pursuant to section 238(3) of the Act, if a Council makes a By-law about access to or use of a particular piece of Local Government land (under section 238), the Council should erect a sign in a prominent position on, or in the immediate vicinity of, the land to which the By-law applies.

A person must not without the permission of the Council, do any of the following on Local Government land.

9.1. Advertising

Subject to clause 14.2, display, paint or erect any sign or hoarding for the purpose of commercial advertising or any other purpose.

9.2. Alcohol

Consume, carry or be in possession or in charge of any liquor on Local Government land comprising parks or reserves to which the Council has determined this paragraph applies.

9.3. Amplification

Use an amplifier or other mechanical or electrical device for the purpose of broadcasting sound, or magnifying sound, to an audience.

9.4. Animals**9.4.1 On Local Government land other than the foreshore:**

- (a) cause or allow an animal to stray onto, move over, graze or be left unattended on Local Government land; or
- (b) cause or allow an animal to enter, swim, bathe or remain in any waters located on Local Government land; or
- (c) lead, herd or exercise an animal, except where the Council has set aside a track or other area for use by or in connection with an animal of that kind, and provided that the animal or animals are under effective control.

City of Salisbury

Local Government Land By-law 2015

9.4.2 On Local Government land comprising the foreshore cause or allow a sheep, cow, goat or horse to enter, swim, bathe or remain in the sea.

9.5. *Annoyance*

Do anything likely to offend or unreasonably interfere with any other person:

9.5.1 using that land; or

9.5.2 occupying nearby premises,
by making a noise or creating a disturbance.

9.6. *Attachments*

Attach anything to a tree, plant, equipment, fence, post, structure or fixture on Local Government land.

9.7. *Bees*

Place a hive of bees on such land, or allow it to remain thereon.

9.8. *Boats*

Subject to the provisions of the *Harbors and Navigation Act 1993* and the *Marine Safety (Domestic Commercial Vessel) National Law*:

9.8.1 launch or retrieve a boat to or from any waters where the Council has determined that this subclause applies;

9.8.2 launch or retrieve a boat other than from a boat ramp constructed for that purpose;

9.8.3 propel, float or otherwise use a boat on or in any waters except:
(a) in an area to which the Council has resolved this clause applies; and
(b) in accordance with any conditions that the Council may have determined by resolution apply to that use

9.8.4 hire out a boat or otherwise use a boat for commercial purposes; or

9.8.5 moor a boat on any waters or to a pontoon attached to Local Government land.

9.9. *Boat Ramps*

9.9.1 Launch a boat from any boat ramp on Local Government land to which the Council has determined this clause applies without having:

- (a) purchased a short term ticket; or
- (b) been granted a launch permit.

9.9.2 For the purposes of clause 9.9 the following definitions apply:

- (a) **launch permit** means a permit issued by the Council and/or its agent upon application and which authorises the launch of a nominated boat from a boat ramp in accordance with the conditions determined by the Council;
- (b) **nominated boat** means the boat specified in an application for an annual launch permit, in respect of which a launch permit is granted; and
- (c) **short term ticket** means a ticket purchased from a vending machine located at or in the vicinity of a boat ramp that authorises a single launch of a boat from the boat ramp in accordance with the conditions determined by the Council and displayed at the site of the vending machine and, which is valid for a period of 24 hours from the time of purchase.

9.10. *Buoys*

Place a buoy, cable, chain, hawser, rope or net in or across any waters.

9.11. *Bridge Jumping*

Jump or dive from a bridge on Local Government land.

9.12. *Buildings*

Use a building, or structure on Local Government land for a purpose other than its intended purpose.

9.13. *Burials and Memorials*

9.13.1 Bury, inter or spread the ashes of any human or animal remains.

9.13.2 Erect any memorial.

9.14. *Camping and Tents*

9.14.1 Erect a tent or other structure of calico, canvas, plastic or similar material as a place of habitation.

9.14.2 Camp or sleep overnight other than in an area to which the Council has, by resolution, designated for camping and in accordance with such time limits and other conditions determined by resolution of the Council (if any).

9.15. *Canvassing*

Subject to clause 14.2, convey any advertising, religious or other message to any bystander, passer-by or other.

9.16. *Defacing Property*

Deface, paint, spray, write, cut names, letters or make marks on any tree, rock, gate, fence, building, sign, bridge or property of the Council.

9.17. *Distribution*

Subject to clause 14.2, place on a vehicle (without the consent of the owner of the vehicle), or give out or distribute any hand bill, book, notice, leaflet, or other printed matter to any bystander, passer-by or other person.

9.18. *Donations*

Ask for or receive or indicate that he or she desires a donation of money or any other thing.

9.19. *Entertainment and Busking*

9.19.1 Sing, busk or play a recording or use a musical instrument for the apparent purpose of either entertaining others or receiving money.

9.19.2 Conduct or hold a concert, festival, show, public gathering, circus, meeting, performance or any other similar activity.

9.20. *Equipment*

Use an item of equipment, facilities or property belonging to the Council if that person is of or over the age indicated by a sign or notice as the age limit for using such equipment, facility or property.

9.21. *Fires*

9.21.1 Subject to clause 9.21.2 and the *Fire and Emergency Services Act 2005*, light a fire except:

- (a) in a place provided by the Council for that purpose; or
- (b) in a portable barbeque, as long as the barbeque is used in an area that is clear of flammable material for a distance of at least 4 metres.

9.21.2 Use a kettle barbeque during fire danger season.

9.22. *Fireworks*

Ignite or discharge any fireworks.

9.23. *Flora and Fauna*

Subject to the *Native Vegetation Act 1991* and the *National Parks and Wildlife Act 1972*:

9.23.1 damage, pick, disturb, interfere with or remove any plant or flower thereon;

9.23.2 cause or allow an animal to stand or walk on any flower bed or garden plot;

9.23.3 deposit, dig, damage, disturb, interfere with or remove any soil, stone, wood, clay, gravel, pebbles, timber, bark or any part of the land;

9.23.4 take, interfere with, tease, harm or disturb any animal, bird or marine creature or the eggs or young of any animal, bird or marine creature;

- 9.23.5 pick, collect, take, interfere with or disturb any fruit, nuts, berries or native seeds;
- 9.23.6 disturb, interfere with or damage any burrow, nest or habitat of any animal or bird;
- 9.23.7 use, possess or have control of any device for the purpose of killing or capturing any animal, bird or marine creature; or
- 9.23.8 burn any timber or dead wood.
- 9.24. *Foreshore*

On Local Government land comprising the foreshore:
 - 9.24.1 drive or propel a vehicle on the foreshore except on an area or road that is constructed or set aside by the Council for that purpose;
 - 9.24.2 launch or retrieve a boat from the foreshore without using a boat ramp; or
 - 9.24.3 allow a vehicle to remain stationary on a boat ramp longer than is necessary to launch or retrieve a boat.
- 9.25. *Games & Sport*
 - 9.25.1 Participate in, promote or organise any organised competition or sport as distinct from organised social play on Local Government land to which the Council has resolved this subclause applies.
 - 9.25.2 Play or practise any game which involves kicking, hitting or throwing a ball or other object on Local Government land to which the Council has resolved this subclause applies, which may cause or be likely to cause injury or discomfort to a person being on or in the vicinity of that land or detract from or be likely to detract from another person's lawful use and enjoyment of that land.
 - 9.25.3 Engage or participate in or conduct any organised group fitness activity or training on Local Government land to which the Council has resolved this subclause applies.
 - 9.25.4 Play or practise the game of golf on Local Government land to which the Council has resolved this subclause applies.
 - 9.25.5 Play or practice any game or sport on Local Government land to which the Council has resolved this subclause applies except at the times determined by the Council and indicated on a sign on or in the vicinity of the land.
- 9.26. *Litter*
 - 9.26.1 Throw, cast, place, deposit or leave any rubbish, dirt or refuse of any kind whatsoever except in a garbage container provided for that purpose.
 - 9.26.2 Deposit any soil, clay, stone, gravel, green waste or other putrescible waste or any other matter.

9.27. *Marine Life*

Introduce any marine life to any waters located on Local Government land.

9.28. *Model Aircraft, Boats and Cars*

9.28.1 Fly or operate a model or drone aircraft, boat or model or remote control car in a manner which may cause or be likely to cause injury or discomfort to a person being on or in the vicinity of the land, or detract from or be likely to detract from another person's lawful use of and enjoyment of the land.

9.28.2 Fly or operate a model or drone aircraft, boat or model or remote control car on any local government land to which the Council has resolved this subclause applies.

9.29. *Overhanging Articles or Displaying Personal Items*

Suspend or hang an article or object from a building, verandah, pergola, post or other structure on Local Government land where it might present a nuisance or danger to a person using the land or be of an unsightly nature.

9.30. *Playing Area*

Use or occupy a playing area:

9.30.1 in such a manner as to damage or be likely to damage the surface of the playing area or infrastructure (above and under ground level);

9.30.2 in a manner contrary to the purpose for which the playing area was intended to be used or occupied; or

9.30.3 contrary to directions of the Council made by resolution and indicated on a sign displayed adjacent to the playing area.

9.31. *Pontoons*

Install or maintain a pontoon or jetty in any waters.

9.32. *Posting of Bills*

Post or allow or cause to be posted any bills, advertisements or other papers or items on a building or structure on Local Government land or in a public place.

9.33. *Preaching*

Preach, harangue or solicit for religious purposes.

9.34. *Swimming*

Subject to the provisions of the *Harbours and Navigation Act 1993* swim in, bathe or enter any waters except:

9.34.1 in an area which the Council has determined may be used for such purpose; and

9.34.2 in accordance with any conditions that the Council may have determined by resolution apply to such use.

9.35. *Trading*

Sell, buy, offer or display anything for sale.

9.36. *Vehicles*

9.36.1 Drive or propel a vehicle except on an area or road constructed and set aside by the Council for that purpose.

9.36.2 Promote, organise or take part in a race, test or trial of any kind in which vehicles take part, except on an area properly constructed for that purpose.

9.36.3 Repair, wash, paint, panel beat or carry out other work to a vehicle, except for running repairs in the case of a breakdown.

9.37. *Weddings, Functions and Special events*

9.37.1 Hold, conduct or participate in a marriage ceremony, funeral or special event.

9.37.2 Erect a marquee, stage or structure for the purpose of holding or conducting a wedding, funeral or special event.

9.37.3 Hold or conduct any filming where the filming is for a commercial purpose.

9.38. *Wheeled Recreational Devices*

Subject to the *Road Traffic Act 1961*, ride a wheeled recreational device on Local Government land to which the Council has determined this clause applies.

10. **Prohibited activities**

A person must not do any of the following on Local Government land.

10.1. *Animals*

10.1.1 Cause or allow any animal to enter, swim, bathe or remain in any waters to the inconvenience, annoyance or danger of any other person bathing or swimming.

10.1.2 Cause or allow an animal to damage a flowerbed, garden plot, tree, lawn or like thing or place.

10.1.3 Lead, herd or exercise a horse in such manner as to cause a nuisance or endanger the safety of a person.

10.2. *Equipment*

Use any item of equipment, facilities or property belonging to the Council other than in the manner and for the purpose for which it was designed, constructed or intended to be used or in such manner as is likely to damage or destroy it.

10.3. *Fishing*

Fish in any waters to which the Council has determined this subclause applies.

10.4. *Glass*

Willfully break any glass, china or other brittle material.

10.5. *Interference with Land*

Interfere with, alter or damage the land (including a building, structure or fixture located on the land) including:

10.5.1 altering the construction or arrangement of the land to permit or facilitate access from an adjacent property;

10.5.2 erecting or installing a structure in, on, across, under or over the land;

10.5.3 changing or interfering with the construction, arrangement or materials of the land;

10.5.4 planting a tree or other vegetation on the land, interfering with the vegetation on the land or removing vegetation from the land; or

10.5.5 otherwise use the land in a manner contrary to the purpose for which the land was designed to be used.

10.6. *Interference with Permitted Use*

Interrupt, disrupt or interfere with any other person's use of Local Government land which is permitted or for which permission has been granted.

10.7. *Nuisance*

Behave in such a manner as to cause discomfort, inconvenience, annoyance or offence to any other person.

10.8. *Playing games*

Play or practise a game:

10.8.1 which is likely to cause damage to the land or anything on it;

10.8.2 in any area where a sign indicates that the game is prohibited.

10.9. *Smoking*

Subject to the *Tobacco Products Regulation Act 1997*, smoke, hold or otherwise have control over an ignited tobacco product:

10.9.1 in any building; or

10.9.2 on any land to which the Council has determined this subclause applies.

10.10. *Solicitation*

Tout or solicit customers for the parking of vehicles or for any other purpose whatsoever.

10.11. *Throwing objects*

Throw, roll, project or discharge a stone, substance or other missile, excluding sport and recreational equipment designed to be used in that way.

10.12. *Toilets*

In any public convenience on Local Government land:

10.12.1 urinate other than in a urinal or pan or defecate other than in a pan set apart for that purpose;

10.12.2 deposit anything in a pan, urinal or drain which is likely to cause a blockage;

10.12.3 use it for a purpose for which it was not designed or constructed;

10.12.4 enter a toilet that is set aside for use of the opposite sex except:

- (a) where a child under the age of eight years is accompanied by an adult parent or guardian of that sex; or
- (b) to provide assistance to a disabled person; or
- (c) in the case of a genuine emergency.

10.13. *Waste*

10.13.1 Deposit or leave thereon:

- (a) anything obnoxious or offensive;
- (b) any offal, dead animal, dung or filth; or
- (c) any mineral, mineral waste, industrial waste or bi-products.

10.13.2 Foul or pollute any waters situated thereon.

10.13.3 Deposit any rubbish other than in receptacles provided by the Council for that purpose.

10.13.4 Deposit in a receptacle any rubbish emanating from domestic or trade purposes, unless designated by a sign or signs.

PART 4 – ENFORCEMENT

11. Directions

11.1. A person on Local Government land must comply with a reasonable direction from an authorised person relating to:

- 11.1.1 that person's use of the land;
- 11.1.2 that person's conduct and behaviour on the land;
- 11.1.3 that person's safety on the land; or

11.1.4 the safety and enjoyment of other persons on the land.

11.2. A person who, in the opinion of an authorised person, is likely to commit or has committed, a breach of this By-law must immediately comply with a direction of an authorised person to leave that part of Local Government land.

12. Orders

If a person fails to comply with an order of an authorised person made pursuant to section 262 of the Act in respect of a breach of this By-law, the Council may recover its costs of any action taken under section 262(3) of the Act from the person to whom the order was directed.

Note-

Section 262(1) of the Act states:

- (1) If a person (***the offender***) engages in conduct that is a contravention of this Act or a By-law under this Act, an authorised person may order the offender-
- (a) if the conduct is still continuing – to stop the conduct; and
 - (b) whether or not the conduct is still continuing – to take specified action to remedy the contravention.

Subsections (2) and (3) of section 262 also provide that it is an offence to fail to comply with an order and that if a person does not comply, the authorised person may take action reasonably required to have the order carried out. For example, an authorised person may order a person to:

- cease smoking on Local Government land;
- remove an object or structure encroaching on Local Government land;
- dismantle and remove a structure erected on Local Government land without permission.

13. Removal of animals and objects

An authorised person may remove an animal or object that is on Local Government land in breach of a By-law if no person is in charge of, or apparently in charge of, the animal or object.

PART 5 – MISCELLANEOUS

14. Exemptions

- 14.1. The restrictions in this By-law do not apply to a police officer, emergency worker, Council officer or employee acting in the course and within the scope of that person's normal duties, or to a contractor while performing work for the Council and while acting under the supervision of a Council officer.
- 14.2. The restrictions in clauses 9.1, 9.15 and 9.17 of this By-law do not apply to electoral matter authorised by a candidate and which is:
- 14.2.1 related to a Commonwealth or State election and occurs during the period commencing on the issue of the writ or writs for the election and ending at the close of polls on polling day; or
 - 14.2.2 related to an election under the Act or the *Local Government (Elections) Act 1999* and occurs during the period commencing four weeks immediately before the date that has been set (either by or under either Act) for polling day and ending at the close of voting on polling day; or

- 14.2.3 related to, and occurs during the course of and for the purpose of a referendum.

15. Liability of vehicle owners

- 15.1. For the purposes of this clause 15, **owner** in relation to a vehicle has the same meaning as contained in section 4 of the Act.
- 15.2. The owner and the driver of a vehicle driven, parked or standing in contravention of this by-law are each guilty of an offence and liable to the penalty as prescribed for that offence.

This By-law was duly made and passed at a meeting of the City of Salisbury held on the 17 August 2015 by an absolute majority of the members for the time being constituting the Council, there being at least two thirds of the members present.

.....
John Harry
Chief Executive Officer



GOLF FOR MEMBERS ONLY

Little Para Golf Course (as indicated on the map below) is a RESTRICTED PLAYING AREA



It is **PROHIBITED**, without the permission of the Council or its agent, to play or practice in this area:

The game of golf unless you are a member of the Little Para Golf Course or, have paid the required fee; or any other sporting activity.

PENALTIES MAY APPLY
Local Government Land By-law No. 4

Membership Enquiries 8285 9177



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ITEM	3.4.1
	RESOURCES AND GOVERNANCE COMMITTEE
DATE	15 May 2017
HEADING	LGA Governance Review Update
AUTHOR	Charles Mansueto, General Manager Business Excellence, Business Excellence
CITY PLAN LINKS	4.1 Strengthen partnerships that enable us to better address our community's priorities.
SUMMARY	This report provides an update on the LGA's Governance Review.
RECOMMENDATION	
	1. Information be received

ATTACHMENTS

This document should be read in conjunction with the following attachments:

1. LGA Ordinary General Meeting Agenda Item 7.2 - LGA Governance Review

1. BACKGROUND

- 1.1 At the December 2016 meeting Council resolved that staff report back on the proposed changes from the LGA Governance Review once the LGA have finalised their position.
- 1.2 The LGA have been undertaking various engagements with councils to seek feedback on:
 - 1.2.1 What should be the role, purpose and function of the LGA?
 - 1.2.2 Who are the members of the LGA?
 - 1.2.3 How does this new LGA engage with and respond to the needs of its diverse membership, and development of new policy?
- 1.3 At the April 2017 LGA General Meeting, the LGA provided an update (refer Attachment 1) on the work to date including the next steps.
- 1.4 This report provides a summary of the status of the review noting that no final decision has yet been made by the LGA and its members.
- 1.5 Some of the potential changes will require a change to the LGA's constitution with various steps being taken to work through the feedback received to date prior to formal consideration of the changes at the November 2017 Annual General Meeting.

2. CONSULTATION / COMMUNICATION

- 2.1 Internal
 - 2.1.1 Nil
- 2.2 External
 - 2.2.1 Nil

3. REPORT

- 3.1 As noted in the background the LGA has been undertaking a series of engagement sessions with councils to seek their input into the governance review of the LGA.
- 3.2 Key themes from the initial round of engagement have been:
 - 3.2.1 The LGA is a facilitator of local government working together as one sector by bringing members together to develop clear policy and at the same time, representing and reflecting the different communities of interest is important.
 - 3.2.2 Strategies and structures for ‘regional’ engagement are critical.
 - 3.2.3 After engagement comes leadership and the setting of strategic direction with the LGA as facilitator.
 - 3.2.4 Putting the leadership and strategic direction into action through:
 - Advocacy - advocacy and representation with other levels of government, the community and other stakeholders. Strong, quick and clear advocacy, representing the different communities of interest;
 - Advancing - provision of specialist services and commercial activities; and
 - Assisting - provision of frontline support and assistance.
 - 3.2.5 Communication is critical. All members need to know about and be able to communicate the achievements of the sector.
 - 3.2.6 Everyone in local government should “feel” like a member of the LGA.
- 3.3 The second round of engagements was focused on the LGA’s structure. This engagement resulted in some consistent views being expressed;
 - 3.3.1 Annual and ordinary general meetings and showcases are key engagement mechanisms, bringing mayors, elected members and professionals together to debate and set high level policy positions that represent regional and sector wide views, with a vision for the State.
 - 3.3.2 A Representative Council (as distinct from a board) determining/defining policy detail, with LGA Secretariat translating this detail into a Policy Manual, which in turn informs the LGA Annual Business Plan and other organisational planning documents.
 - 3.3.3 South Australian Regional Organisations of Councils (SAROC) is working well. It provides opportunity for regional councils to support each other, and is a good filter for the Board. It should remain as currently structured albeit with some improvements to how it works.

- 3.3.4 Regional LGA's to continue, but review their current constituencies / boundaries.
- 3.3.5 Metropolitan Local Government Group (MLGG) to take a 'regional' approach like that adopted by SAROC.
- 3.3.6 Criteria should be developed to assist members to identify regional boundaries (including within metropolitan Adelaide) based on communities of interest.
- 3.3.7 The unique role and function of Adelaide City Council to be recognised / considered in terms of metropolitan regions and Governing Council representation.
- 3.3.8 A professional advisory group(s), ensuring the voice of local government's workforce and other professional advisors have avenues for input.
- 3.3.9 An Executive Committee (or Board) appointed by the Representative Council providing oversight of the Secretariat's operations.
- 3.3.10 An LGA Audit Committee in its current form to continue.
- 3.3.11 Consideration of a commercial enterprise board (perhaps a public corporation), providing oversight of the provision of specialist services and commercial activities.

4. NEXT STEPS

- 4.1 To assist in developing a revised Constitution that takes into account the feedback received the LGA have identified a number of steps prior to presenting to members a final proposal at the November 2017 Annual General Meeting for approval. These steps include:
 - 4.1.1 A series of guiding principles to inform the writing of a new Constitution have been developed. They are provided within Attachment 1 for information purposes.
 - 4.1.2 A Leadership Group comprising Mayors and CEOs from regional and metropolitan, large and small councils will review the feedback received and guiding principles in detail, and refine the overall structure further.
 - 4.1.3 Input will be sought from experts in corporate governance to ensure that the LGA's structure is considered from both representational and contemporary corporate governance aspects.
 - 4.1.4 Finalise a draft LGA Constitution based on the guiding principles and feedback received from the Leadership Group and corporate governance experts.
 - 4.1.5 Undertake further consultation with members and the Minister for Local Government during May – August on the LGA governance arrangements and draft Constitution.
 - 4.1.6 Update draft Constitution with any feedback / comments from the Minister, and refer to the November Annual General Meeting for adoption.

- 4.1.7 During the period November 2017 – November 2018 progressively implement transitional arrangements as necessary.
- 4.1.8 Post November 2018 Local Government General Election, full implementation of new governance arrangements.

5. CONCLUSION / PROPOSAL

- 5.1 This report provides the committee with an update on the governance review being undertaken by the LGA
- 5.2 At this stage there is no formal position being put forward by the LGA for Council's consideration.
- 5.3 Council will have an opportunity to provide further feedback when the LGA undertake a further round of engagement, likely between May and August of this year.
- 5.4 The final proposal will be presented to the LGA's Annual General Meeting in November 2017 with full implementation post the November 2018 Local Government General Elections.

CO-ORDINATION

Officer: Executive Group
Date: 08/05/2017

7.2 LGA Governance Review

Information Reports from the LGA Board

From:	Kathy Jarrett, Executive Director, Corporate and Member Services	
Key Initiative:	K.I 3 Best practice and continuous improvement	
Strategy:	3D Develop, review and improve LGA commercial enterprises	
Meeting	Ordinary General Meeting	21 April 2017
ECM:	647126	Attachment: 648877

Recommendation

That the Ordinary General Meeting notes the report.

Background

In January 2016, the Local Government Association (LGA) Board resolved to pursue several key initiatives including the conduct of an LGA Board Governance review.

The review encompasses various matters raised by LGA members over the last 12-18 months. In addition to the individual matters raised, the LGA Board took a strategic approach and identified the project scope as being to undertake an analysis and review of the governance framework required to enable the LGA to adequately fulfil its key functions as outlined in the LGA's Constitution, namely:

1. to provide leadership for local government in SA;
2. to maintain key relations with the State and Commonwealth governments; and
3. to undertake appropriate business to maintain the economic health of local government in South Australia.

During 2016, broad Sector engagement was undertaken commencing with a President's Forum held in April 2016 just prior to the LGA's Ordinary General Meeting. Other workshops were held over the ensuing months with the Board, SAROC, MLGG and Regional LGA Executive Officers. Through these forums, the Sector's feedback was sought on:

1. What should be the role, purpose and function of the LGA?
2. Who are the members of the LGA?
3. How does this new LGA engage with and respond to the needs of its diverse membership, and the development of new policy?

Key areas emerging from the initial series of workshops included:

- The LGA is a facilitator of local government working together as one sector by bringing members together to develop clear policy and at the same time, representing and reflecting the different communities of interest is important.
- Strategies and structures for 'regional' engagement are critical.
- After engagement comes leadership and the setting of strategic direction with the LGA as facilitator.

- Putting the leadership and strategic direction into action through:
 - **Advocacy** - advocacy and representation with other levels of government, the community and other stakeholders. Strong, quick and clear advocacy, representing the different communities of interest;
 - **Advancing** - provision of specialist services and commercial activities; and
 - **Assisting** - provision of frontline support and assistance.
- Communication is critical. All members need to know about and be able to communicate the achievements of the sector.
- Everyone in local government should "feel" like a member of the LGA.

The early consultation confirmed a consistent view was held across the Sector regarding the LGA's purpose, that being Advocacy, Advancing and Assisting.

This purpose is already well embedded in the LGA Constitution, as well as in the suite of emerging LGA Strategic Plans.

The LGA is currently reviewing the '*LGA Policy Manual*'. This review is highlighting that to provide leadership and advocacy, the LGA membership needs to adopt high level policy positions that represent sector wide views and a vision for the State – from a local government perspective.

To develop a suite of high level policy positions that informs leadership and advocacy activity, structures that facilitate engagement across the Sector are vital – such as the existing SAROC, regional LGA's and a much needed and reformed MLGG.

Similarly, structures that facilitate sector advancement through the provision of specialist services, commercial activities and frontline assistance to Councils are also vital. These structures may however be different albeit under the one LGA Governance framework.

Discussion

With the information outlined above, the LGA's structure was the topic of a second series of engagements held August through November 2016. The LGA's structure, particularly in the context of 'Advancing' the sector through the provision of specialist services and commercial activities was also discussed in detail as part of the LGA Schemes Review.

How do we organise ourselves? What is our structure? Who is participating? Are there different communities of interest which need recognition and separate representation? How do we ensure that the different communities of interest have a VOICE? A model structure was shown, forming the basis for discussion with some consistent suggestions emerging:

- Annual and ordinary general meetings and showcases are key engagement mechanisms, bringing mayors, elected members and professionals together to debate and set high level policy positions that represent regional and sector wide views, with a vision for the State.
- A Representative Council (as distinct from a board) determining/defining policy detail, with LGA Secretariat translating this detail into a Policy Manual, which in turn informs the LGA Annual Business Plan and other organisational planning documents.
- South Australian Regional Organisations of Councils (SAROC) is working well. It provides opportunity for regional councils to support each other, and is a good filter for the Board. It should remain as currently structured albeit with some improvements to how it works.

- Regional LGA's to continue, but review their current constituencies / boundaries.
- Metropolitan Local Government Group (MLGG) to take a 'regional' approach like that adopted by SAROC.
- Criteria should be developed to assist members to identify regional boundaries (including within metropolitan Adelaide) based on communities of interest.
- The unique role and function of Adelaide City Council to be recognised / considered in terms of metropolitan regions and Governing Council representation.
- A professional advisory group(s), ensuring the voice of local government's workforce and other professional advisors have avenues for input.
- An Executive Committee (or Board) appointed by the Representative Council providing oversight of the Secretariat's operations.
- An LGA Audit Committee in its current form to continue.
- Consideration of a commercial enterprise board (perhaps a public corporation), providing oversight of the provision of specialist services and commercial activities.

Next Steps

Following the last round of engagement:

- A series of guiding principles to inform the writing of a new Constitution have been developed. They are provided at Appendix 1 for information purposes.
- A Leadership Group comprising Mayors and CEOs from both regional and metropolitan, large and small councils will review the feedback received and guiding principles in detail, and refine the overall structure further.
- Input will be sought from experts in corporate governance to ensure that the LGA's structure is considered from both representational and contemporary corporate governance aspects.
- Finalise a draft LGA Constitution based on the guiding principles and feedback received from the Leadership Group and corporate governance experts.
- Undertake further consultation with members and the Minister for Local Government during May – August on the LGA governance arrangements and draft Constitution.
- Update draft Constitution with any feedback / comments from the Minister, and refer to the November Annual General Meeting for adoption.
- During the period November 2017 – November 2018 progressively implement transitional arrangements as necessary.
- Post November 2018 Local Government General Election, full implementation of new governance arrangements.

Financial and Resource Implications

This activity has been anticipated in the LGA's work program and resources are available to progress this work.

Principles for the future LGA governance structure.

The following guiding Principles have emerged from consultations:

A. Core foundational Principles.

1. The LGA statutory "recognition" should remain in a Schedule to the Local Government Act thereby recognising the importance of a peak body to the system of local government in South Australia.
2. The LGA Constitution should be simplified in form and substance and only essential constitutional issues should be found in the Constitution.
3. The LGA Constitution reflects the fundamental entitlement and responsibility of all Councils and related entities including Unincorporated Areas. It is the "one voice" representative of *all voluntarily participating "members"* of the LGA.
4. The LGA Constitution should highlight that the fundamental purpose of all participating councils and related entities in LGA membership is to adopt high level policy positions that represent sector wide views and a "local government" vision for the State.
5. Governance of the LGA should remain the sovereign right and responsibility of all members exercised at General Meetings of members, primarily through powers that determine the future "constitutional" direction of the LGA subject only to the Minister's statutory consent to any proposed changes to the Constitution.
6. The LGA Constitution will determine the procedures for General Meetings of members of which there will be an Annual General Meeting and such other meetings as are so determined.

B. Representative Council

7. The "Representative Council" elected by the members will be charged with the responsibility of receiving and debating proposed policy for the local government industry to be referred to a Meeting of members to consider for adoption.
8. "Local government" policy positions should be developed through a Representative Council and determined through regular and broadly represented General Meetings.
9. General Meetings of the LGA members should be preceded by a Representative Council meeting whose responsibility is to receive from regional members all member requests for policy development, consider prospective policy positions, review such policy positions, and ensure informed debate does occur.
10. The outcomes of General Meetings of LGA Members should then be supported by the LGA Secretariat through the compiling and continuous review of an evidence based Policy Manual.

C. Organising Members

11. The LGA Constitution will empower the Representative Council to make rules governing the way in which members organise themselves for the composition and election of people to the Representative Council and the referral of matters in the nature of policy development for the purpose of regional / state development.

12. The rules will be embodied in a "Charter" developed by the Representative Council and approved by members at a General Meeting.
13. The rules will ensure an equal representation between the greater Adelaide region and regional / rural South Australia.
14. The rules will provide for a President, who will be drawn from both greater Adelaide and regional areas on a rotational basis.

D. Charter

15. The Charter for LGA will:
 - determine the appropriate criteria for "regions" for LGA governance purposes to better engage the diverse "communities of interest" within the local government communities in SA, for the purpose of regional policy development
 - determine the constituency and organisation of such "regions".
 - determine how the "Representative Council" will be elected from the membership of regional organisations and for what term.
 - determine how an Executive Committee of the LGA will be appointed by the "Representative Council".
 - the Charter will be adopted by the members at a General Meeting coincident with the adoption of a new Constitution anticipated to be in November 2017.

E. Executive Committee

16. There will be an "Executive Committee" which will be the key governing entity of the LGA.
17. The "Executive Committee" will be skills based, derived from the Representative Council.
18. The Executive Committee is charged with ensuring the proper management and governance of the LGA as a corporate body. It will oversight the Secretariat's operations, generally managing the activities of the LGA and ensuring the delivery of value to members.
19. The Executive Committee's key areas of focus are strategy (informed by the policy positions adopted by members at General Meetings), corporate policy, monitoring performance, accountability to members, aligning and managing the performance of the CEO.
20. The LGA Secretariat should be structured primarily to support the policy development and advocacy role of the LGA acting under direction from the "Executive Committee" and through the work of the Representative Council and the decisions of the members at General Meetings.
21. The LGA Secretariat will also implement, under the direction of the "Executive Committee", "member services" (both subsidized and commercial) offered beyond the primary function of "policy development, leadership and advocacy".
22. The "Executive Committee" will ensure a strategic financial approach is taken to managing the LGA by aligning the LGA's financial model to the LGA's functions of advocacy and member services. This will help provide perspective and relativity to funding sources and expenses, which in turn will contribute to decision making regarding member subscriptions and service design and delivery.

F. Regional groupings of members

23. Recognising the potentially different communities of interest throughout the State of SA, members will be encouraged to organise themselves in **voluntary** "local" regional groupings through which all new policy positions will first be received, considered, reviewed and then developed for presentation to and consideration by the "Representative Council" before presentation to a General Meeting of members.
24. Recognising the **voluntary** nature of such regional groupings and the fact that over time there may be changes to such regional group constituents the rules in the Charter will be as flexible as necessary to ensure that a dynamic situation exists and is facilitated.
25. Members will be free to associate (or not) in such regional groupings as they determine to be in their individual and collective "best interests" in accord with the Charter for LGA governance purposes.
26. Taking the existing "regional structure" as an example, there may be two principal regional organisations, namely the South Australian Region of Councils (SAROC) representing the collective rural communities, and the Greater Adelaide Region of Councils (GAROC) representing the collective urban and peri-urban communities.
27. Consideration needs be given as to how the entities in the Unincorporated Areas (including the Aboriginal Communities and the Outback Communities Authority) engage with the LGA and the wider local government communities in a "regional" context, for example do they constitute a "region" in their own right or are they better served by joining a "region" including other members from the far north of the State.
28. Members forming a "local" regional grouping will self determine their existence and function subject only to any rules in the "Charter".
29. The resourcing of regional groupings of members (both financial and human resources) will be derived from financial contributions from the regional membership and other support from the LGA.

G. General

30. Recognising that while all members are participants in the various commercial enterprises supported by the LGA, they should be entitled to "opt into" receipt of such other LGA provided "members services" as they may individually determine.

ITEM	3.6.1
	RESOURCES AND GOVERNANCE COMMITTEE
DATE	15 May 2017
PREV REFS	
HEADING	Review of Elected Members Training and Development Policy
AUTHOR	Joy Rowett, Governance Coordinator, CEO and Governance
CITY PLAN LINKS	4.4 To ensure informed and transparent decision-making that is accountable and legally compliant
SUMMARY	This report presents the Elected Members Training and Development Policy to Council for consideration and endorsement. The Policy has been reviewed by the Policy Owner and only minor changes are required.

RECOMMENDATION

1. The Information be received.
2. The Elected Members Training and Development Policy as set out in Attachment 1 to this report (Resources and Governance 3.6.1, 15/05/2017), be endorsed.

ATTACHMENTS

This document should be read in conjunction with the following attachments:

1. Elected Members Training and Development Policy

1. BACKGROUND

- 1.1 Council's Policy Framework provides for Council Policies to be reviewed within 12 months of a general election and thereafter every two years.
- 1.2 This Policy was last reviewed and endorsed by Council in May 2015 and is now due again for review.

2. CONSULTATION / COMMUNICATION

- 2.1 Internal
 - 2.1.1 Consultation with the Governance Project Officer has occurred as to the continuing relevance of the Policy and any changes that may be required.
- 2.2 External
 - 2.2.1 Nil

3. REPORT

- 3.1 The Elected Members Training and Development Policy has been reviewed by the Policy Owner. No changes of substance are required in the content of the Policy to ensure its continuing relevance with the exception of minor editing changes.

4. CONCLUSION / PROPOSAL

- 4.1 The Elected Members Training and Development Policy as contained within Attachment 1 is recommended to Council for endorsement.

CO-ORDINATION

Officer: Executive Group
Date: 08/05/2017



Elected Members Training and Development Policy

Policy Type: Policy

Approved By:	Council	Decision No:	2009/1481, 2011/413, 2012/1286, 2012/1365, 2015/370
Approval Date:	23 March 2009	Last Reapproval Date:	25 May 2015 May 2017
Review Date:	May 2017 May 2019	Internal Reference No.:	
Department:	CEO and Governance	Division:	Governance
Function:	9 - Governance	Responsible Officer:	Manager, Governance

A - PREAMBLE

1. The City of Salisbury is committed to training and development activities for its Elected Members, including the mandatory training requirements under the *LGA Training Standards*, and recognises its responsibility to develop and adopt a policy for this purpose under section 80A of the *Local Government Act 1999*.
2. Following the amendment to the *Local Government Act 1999* and the *Local Government (General) Regulations 2013* in November 2014, this policy incorporates the new requirements for Council Members to undertake mandatory training within the first year of election to office, which complies with the *LGA Training Standards* as defined in regulation 8AA of the *Local Government (General) Regulations 2013*.

B - SCOPE

1. This policy applies to Elected Members of the City of Salisbury.

C – POLICY PURPOSE/OBJECTIVES

1. This policy states the City of Salisbury's commitment to developing Elected Members' professional skills. It provides for a consistent and equitable approach to access to development opportunities by Elected Members, including opportunities to undertake the required training in accordance with the *LGA Training Standards* and any other appropriate training and development activities relevant to their roles and functions.

D - DEFINITIONS

1. **Conferences and seminars** (directly related to the role of an Elected Member) – includes workshops and forums, local or interstate, specific to, and directly related to, Local Government.
2. **Council Delegate** – an Elected Member who has been nominated by Council to vote, or otherwise conduct business, on behalf of the City of Salisbury at specific forums and functions.

3. **Elected Members** – shall mean the duly elected representatives of the community, including the Mayor and all Councillors.
4. **Training and Development Activity**– shall mean any activity with the objective of increasing a Council Members knowledge, skills and competencies in relation to the performance of their roles and responsibilities as Elected Members at the City of Salisbury.

E - POLICY STATEMENT

Training and Development Plan

1. Council will develop and adopt a Training and Development Plan so as to ensure that activities available to all Council Members comply with the Regulations and contribute to the personal development of the individual and the achievement of the strategic and good governance objectives of Council.
2. Particular emphasis will be given in the Training and Development Plan to the participation of all Council Members in the development of a new team following a general election as well as the orientation of first time Council Members.
3. In preparing its Training and Development Plan, a range of strategies will be utilised to identify the needs of Council and match these needs against its strategic and good governance objectives.
4. Training needs will be identified by assessment of committee performance, questionnaires and/or workshops.
5. Council recognises that in order to carry out their roles and responsibilities to the community Council members will need specific training and refresher courses about their legislative and governance roles and functions. The *LGA Training Standards* consist of the following modules:
 - Module 1 – Introduction to Local Government – Role and function of Council members
 - Module 2 – Legal Responsibilities
 - Module 3 – Council and Committee meetings
 - Module 4 – Financial Management and Reporting
6. Elected Members who are new to Council will be required to undertake all four modules.
7. Returning Elected Members will undertake ~~at least Module 1/Module 2/Module 3/Module 4~~ the appropriate modules identified through a gap analysis/self-assessment of their skills and training needs.
8. Other training issues will emerge that are directly related to specific service areas and other community issues and address environmental, social and economic challenges facing the community.
9. It is recognised that a range of delivery methods will be required to support the training needs of Elected Members, including:
 - Informal (briefing) sessions conducted by Council with appropriate guest speakers and presenters;
 - Attendance at workshops, seminars and conferences offered by training providers such as the Local Government Association of SA, Australian Local Government Association, and other private providers that provide an opportunity for Elected Members to gain new skills and network with other Elected Members.
 - Printed material, including training booklets and discussion papers, that may be

distributed for information;

- On-line self-paced learning; and
 - CD Rom/DVD information
10. Council's Training and Development Plan will include the agreed delivery method to respond to the needs of Elected Members identified during the development of the training plan.

Annual Budget Allocation

11. Council will approve an allocation in the budget each financial year for Elected Members to attend training and development activities, Council delegate activities and conferences and seminars. The budget allocation will provide for associated travel and accommodation. Progress against expenditure of the budget allocation will be reported on a ~~quarterly~~ six-month and annual basis.
12. The budget allocation will comprise:
- a) **Elected Members Training and Development:** An amount to be utilised for the purpose of Training and Development activities for the whole of Council and will include training in accordance with the *LGA Training Standards*. Funds from this allocation that are not spent do not accumulate and will return to the City of Salisbury budget at the end of each financial year.
 - b) **Council Delegate Activities:** An amount to be utilised for the purpose of costs associated with Council Delegate activities, where Elected Members are required to vote, or otherwise conduct business, on behalf of the City of Salisbury. Funds from this allocation that are not spent do not accumulate and will return to the City of Salisbury budget at the end of each financial year.
 - c) **Individual Elected Member Development:** An amount for each Elected Member for the purpose of attending Training and Development activities and Conferences and Seminars (including associated travel and accommodation costs), including any additional training in accordance with the *LGA Training Standards* undertaken separate to that already provided inhouse by Council. Unspent allocations (up to the amount provided by this clause) may be carried forward for one year.
13. Any additional funding required for Training and Development activities, Council Delegate activities or attendance at Conferences and Seminars must be approved by Council.
14. The budget allocation will become available on 1 July of each year. In the event that it is an election year a pro-rata allocation (equivalent to four months) will be made to each Elected Member on 1 July. The balance of the allocation will be made to Elected Members after the conclusion of the election.
15. In the event of a mid term by-election, a new Elected Member will receive a pro-rata allocation for the period commencing on the date of their appointment and concluding on 30 June.

Approval of expenditure

The following approvals for expenditure will be required:

16. **Elected Members Training and Development:**
- approval required by the Chief Executive Officer prior to incurring the expense.

17. Council Delegate Activities:

- for activities where costs do not exceed \$1,000, approval required by the Chief Executive Officer prior to incurring the expense.
- for activities where costs exceed \$1,000, approval required by Council prior to incurring the expense.

18. Individual Elected Member Development:

- for activities where costs are less than or equal to the individual allocation (as provided for in E12.c) approval required by the Chief Executive Officer prior to incurring the expense;
 - for activities where costs exceed the individual allocation (as provided for in E12.c) approval required by Council.
19. The Training and Development Plan will determine the nature of training to be made available, however access to training programs not directly conducted by the Council will require approval upon application and must link to the training plan unless otherwise agreed by the Council.
20. For all interstate activities, regardless of total costs, approval is required by Council, having regard to:
- Alignment with the Strategic Plan;
 - Anticipated benefits to the Elected Member attending; and
 - Anticipated benefits to the City of Salisbury.
21. Where approval has been granted for an Elected Member to attend a training and development activity, the Elected Member may seek the reimbursement of approved expenses in accordance with the relevant provisions of the *Local Government Act 1999* and *Regulations* and Council's Elected Members Allowances and Benefits Policy.
22. Costs for attendance and travel by family members will not be met by Council.

Attendance at Training Programs and Record Keeping

23. Elected Members are encouraged to attend at least one professional development activity each year.
24. The CEO will keep a record of all training attended, but particularly the mandatory training requirements. Failure to complete the mandatory training requirements in the relevant time frame amounts to a breach of the Council Members Code of Conduct.
25. Following attendance at a conference Elected Members must prepare and submit to Council a written report in relation to their attendance at the conference. Written reports should be submitted to the Project Officer, Governance who will arrange for it to be presented to Council at the earliest opportunity.
26. Following attendance at a training and development activity Elected Members may give a verbal report in relation to their attendance at the training and development activity at the next Council meeting following attendance where appropriate.
27. All written reports as required in clause 22 above are to be provided within 3 months of attending the relevant activity. Should a written report not be provided within 3 months, funds for attendance at activities covered by this policy will be withheld until such time as overdue reports are presented.
28. Staff will prepare on an annual basis, a report that sets out any outstanding Elected

Member Development Activity Report.

29. In accordance with Section 79 of the *Local Government Act 1999*, details of attendance at professional development activities by Elected Members will be recorded in the Elected Members' Allowances and Benefits Register.
30. Council's annual report will include a segment regarding the operation of this Policy, the nature of matters raised in the Training and Development Plan, attendances by Elected Members and expenditure allocated and used for training of Elected Members.

F - LEGISLATION

1. ~~Local Government Act 1999~~ ~~—~~ section 78: Provision of facilities and support ~~—~~ section 79: Register of Allowances and Benefits – section 80A: Training and Development
2. Local Government (Members Allowances and Benefits) Regulations 1999 ~~—~~ Regulation 6: Expenses requiring council approval – Regulation 8AA: Training and Development
3. Local Government Act 1999 – Schedule 4: Material to be included in the annual report of a council.

G - REFERENCES

1. Local Government Association of SA: Training and Development Policy and Plan for Council Members – Model Policy – December 2014
2. LGA Training Standards - accessed on the LGA website at <http://www.training.lga.sa.gov.au/index.cfm/council-member-training/lga-training-standard>

Document Control

Document ID	Elected Members Training and Development Policy
Prepared by	Joy Rowett
Release	5 6.0
Document Status	Endorsed Draft
Date Printed	

CITY OF SALISBURY**DRAFT COUNCIL MEMBERS TRAINING AND DEVELOPMENT PLAN**

The following table provides mandatory training in accordance with the LGA Training.

Details	Available to	Provider
LGA Training Standards		
Module 1 - Introduction to Local Government - Role and function of Council Members	All new Elected Members	Combination of In house and External
Module 2 - Legal Responsibilities	All Elected Members	Combination of In house and External
Module 3 - Council and committee meetings	All new Elected Members	Combination of In house and External
Module 4 - Financial Management and Reporting	All Elected Members	Combination of In house and External

The following table provides Committee specific training

Details	Available to	Provider
Council and Committee Procedures and Chairing Skills	All Elected Members	In house / Lawyers
Media Skills for Elected members	All Elected Members	In house / Lawyers
Council Development Assessment Panel Member Training	CDAP Members	Consultant / Lawyers
Council Development Assessment Panel Workshops for relevant P&D issues eg Code of Conduct	CDAP Members	In house / Lawyers
Other Committee specific training sessions	As appropriate	

The following table outlines additional courses, seminars and conferences available to Elected Members. Details on dates are available on the LGA website.

Details	Available to	Provider
LGA Education and Training Services		
Public Speaking Skills for Council members	All Council Members	LGA*
Media Skills for Council Members	Mayor and Deputy Mayor	LGA*
CEO Performance Management	All Council Members	LGA*
Conflict of Interest, Governance Roles and Responsibilities	All Council Members	LGA*
CDAP Fundamentals	CDAP Members	LGA*
Strategic Financial Sustainability for Good Governance Decision Making	All Council Members	LGA*
Other relevant training programs provided by LGA		
Local Conferences and Seminars		
Council Members Governance Residential Program	All Council Members	LGA
Council Members Strategic Issues Residential Program	All Council Members	LGA
Mayors & Chairpersons Residential Seminar	Mayor/Chairperson	LGA
LGA Annual Conference and/or Showcase	All Council Members	LGA
LGMA (SA) Annual Conference	All Council Members	LGMA
Other relevant local conferences that may be identified throughout the year Other relevant short seminars and special interest sessions throughout the year	All Council Members	
Interstate Conferences and Seminars[#]		
Local Government Managers Australia (LGMA) National Congress [location]	All Council Members	LGMA
ALGA National General	All Council Members	ALGA

Assembly of Local Government [location]		
Other interstate conferences that may be identified throughout the year	As appropriate	

[#] **Note:** All interstate conferences or seminars require an individual Council approval by resolution

ITEM	3.6.2
	RESOURCES AND GOVERNANCE COMMITTEE
DATE	15 May 2017
HEADING	Summary Report for Attendance at Training and Development Activity - Cr Gill
AUTHOR	Michelle Woods, Projects Officer Governance, CEO and Governance
CITY PLAN LINKS	4.3 Have robust processes that support consistent service delivery and informed decision making.
SUMMARY	The Elected Member Training and Development Policy sets out requirements for reports to be presented by members after attendance at certain activities.

RECOMMENDATION

1. The information be received.

ATTACHMENTS

This document should be read in conjunction with the following attachments:

1. Cr Gill's Summary Report for Attending Australian Local Government Women's Association (ALGWA) National Conference from 12-13 April 2017

1. BACKGROUND

- 1.1 The Elected Member Training and Development Policy sets out requirements for reports to be presented by members after attendance at certain activities. Clause 22 of the policy states:

22. *Following attendance at a conference Elected Members must prepare and submit to Council a written report in relation to their attendance at the conference. Written reports should be submitted to the Project Officer, Governance who will arrange for it to be presented to Council at the earliest opportunity.*

- 1.2 It should be noted the policy defines 'conferences and seminars' to include workshops and forums, local or interstate, specific to, and directly related to, Local Government.

2. REPORT

- 2.1 Cr Betty Gill attended the Australian Local Government Women's Association (ALGWA) National Conference from 12-13 April 2017.
- 2.2 In accordance with the Elected Member Training and Development Policy, Cr Gill has provided the attached summary.

3. CONCLUSION / PROPOSAL

- 3.1 Council is asked to receive Cr Gill's summary report.

CO-ORDINATION

Officer: EXECUTIVE GROUP MG
Date: 08/05/2017 03/05/17

REPORT from Cr Betty Gill from ALGWA Bi-ennial National Conference April 12-13 2017

Conference was held in Grand Chancellor Hotel in Launceston starting on Wednesday morning.

I had met with Cr Janet Davidson from WA for breakfast on Tuesday and compared state differences, met up with Cr Woodman late morning and spent time in the streets of Launceston until she had access to her room.

Tuesday evening was a cocktail reception at Launceston Town Hall, hosted by their Mayor and we heard about Launceston while watching an interesting slide show.

WEDNESDAY MORNING we were welcomed by Cr Coral Ross, President of ALGWA who was able to bring us all up to date with numbers, facts and figures of ALGWA National, followed by a fascinating Welcome to country.

Her Excellency, Professor the Honourable Kate Warner AM officially opened the conference which should have been followed by a musical interlude, which did not happen, followed by the keynote speaker, which did happen.

Helen Chung, first non-white reporter on Australian television and the first female posted abroad by the ABC, I sat back and listened to this fantastic presenter who took us on a journey to trace back 4 generations of her mother's family in China and the trials and tribulations whilst doing that. Her presentation and articulation was superb and she told how her 4 times grandfather arrived in Tasmania to work in the tin mines and she changed the 'reporting landscape' of Tasmania, I could have listened to her all day.

I attended a workshop on COLLECTIVE IMPACT how councils work together to solve problems shared by neighbouring councils such as land degradation and coastline protection.

LUNCH was sausage rolls and fruit over which ALGWA held its AGM to appoint office bearers for the next 2 years, only change I stepped down as VP to be taken by Rebecca Hersant from QLD, Presidents honourarium was increased by \$500.00 and the 2019 National conference was awarded to Blacktown in Sydney.

Dr Megan Alessandrini spoke on gender imbalance and used an example of only 6 women out of 80 engineering students. Imbalances are not economic or productive. It should be Equality for both!

Kevin Manderson spoke about Cyber Security, and opened many eyes as to what, how and where there is no security and how careful we should be with sharing our personal details.

Ben Milbourne, TV cook, former Master Chef contestant spoke of his time on Master Chef and the trials and tribulations (along with a breaking down pa system) being on the show and writing, filming and directing a TV show. He also told us about the show where he promotes Tasmanian food.

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DINNER was on Wednesday evening at the Grand Chancellor with entertainment from Clinton Hutton. Meal was interesting with an entrée of Wallaby.

THURSDAY opened with the oldest presenter I have ever heard Dr Joan Webb, in her 90's spoke on 'Creativity with frail aged' and how she visited Nursing homes to 'work' the minds of aged people, asking for their thoughts and turning them into poems which she made into a book called 'Who needs Shakespeare. Some of the residents loved her calling and used the phrase 'I only look forward to Mondays'

Commissioner Darren Hine spoke on Safe At Home programme and how the community should all work together to help reduce domestic violence in the community. There are 3,000 cases of domestic violence in Tasmania per year with one death every 2 minutes in Australia, with 40 – 80% no being reported. 25th November is White Ribbon Day. There are 31% female police and only 3% female firies.

We had an exercise juggling squeeze balls – not easy, Julie and I spent all the time picking them up off the floor!

There was a panel discussion on Climate control and we heard how several councils/departments were handling the issues. NCCARF – coastadapt.com.au for more information. Kingsborough was one of the councils.

Dr Daryl Peebles entertained us with 'Keeping U in Humour!

ALGWA again worked on the Strategic Plan during lunch.

National Rural Womens Coallition have book out for children called 'Brave Danny' which will be available son about how children learn about domestic violence and how to handle it.

Rob Edwards, wears many hats including finding funding for women in Fiji as well as solar lighting so children can do homework at night, health & wellbeing.....'It's all about me' because you are the most important asset to you!

THURSDAY EVENING – Cr Julie Woodman and I joined Cr Anne-marie Hubycz from Port Adelaide Enfield Council for dinner at a seafood restaurant on the harbour, a great way to end the conference. We all parted our ways next morning Julie heading to Fiji, Anne-marie spending another week with family in Tasmaania and me taking a 9 hour journey home, thanks to Jetstar!

Betty Gill

2017

ITEM	3.7.1
	RESOURCES AND GOVERNANCE COMMITTEE
DATE	15 May 2017
HEADING	Provision of IT Loan Equipment
AUTHOR	Claudine Spinner, Information, Access & Community Programs Team Leader, Community Development
CITY PLAN LINKS	3.1 Be an adaptive community that embraces change and opportunities. 3.3 Be a connected city where all people have opportunities to participate.
SUMMARY	<ol style="list-style-type: none"> 1. This report responds to Council resolution 1469/2016 requesting options and costings for Council provision of IT equipment loans to community groups. 2. Anticipated demand from community groups for equipment loans, associated risks and costs to Council have been provided to determine the viability of the proposal. 3. Two options are presented for consideration with Option 1 recommended. Option 1 proposes to keep the status quo with provision of equipment available for use in community centres and libraries, due to an lack of identified demand and cost associated with loan of equipment.
RECOMMENDATION	<ol style="list-style-type: none"> 1. That the information be received. 2. That Council endorse Option 1 to maintain the existing provision of IT equipment available to community groups to be utilised in house as part of room hire arrangements available through libraries and community centres.
ATTACHMENTS	<p>This document should be read in conjunction with the following attachments:</p> <ol style="list-style-type: none"> 1. Equipment Loan Estimates

1. BACKGROUND

- 1.1 This report responds to the November 2016 Council Resolution 1469/2016 requesting staff to report on options and costings for Council's consideration in relation to the provision of IT equipment loans to community groups for their use offsite provided through Council libraries.
- 1.2 Community Centre Coordinators have indicated that they currently meet community expectation in relation to the hire of equipment for use onsite.
- 1.3 Community Centre Coordinators advised that have been two requests from community groups or individuals over the last 12 months to utilize IT equipment offsite.
- 1.4 The following IT equipment is currently available onsite and available for community group use when hiring Council facilities:

Centre	Projector	Screen	Tablets	Laptops	Desktop computer	Other
Morella Community Centre	Yes	Yes	Yes	Yes	Yes	Streaming facilities
Pooraka Community Centre	Yes	Yes	No	Yes	Yes	PA System Smart Whiteboard
The Paddocks Centre	Yes	Yes	No	No	Yes	Nil
Salisbury East Neighbourhood Centre	Yes	Yes	No	Yes	Yes	PA system Whiteboard (2)
Burton Community Centre	Yes	Yes	No	Yes	Yes	Nil
Bagster Road Community Centre	Yes	Yes	No*	No*	Yes	PA system Camera
The Mawson Centre	Yes	Yes	No*	No	No	PA system Camera
Twelve25 Youth Enterprise Centre	Yes	Yes	During office hours	During office hours	Yes	PA system Whiteboard
Len Beadell Library	Yes	Yes	Yes	Yes	Public Access computers	Streaming facilities Smart TVs
Salisbury West Library	No	No	No	No	Public Access computers	No
Ingle Farm Library	No	No	No	No	Public Access computers	No

Centre	Projector	Screen	Tablets	Laptops	Desktop Computer	Other
Para Hills Library	No	No	No	No	Public Access computers	No
Mawson Lakes Library	No	No	No	No	Public Access computers	No

* Centre has the equipment for Centre led programs only and not for community group hire.

- 1.5 Community centres are currently benefiting from an information technology project that is replacing domestic-style broadband connectivity with higher speed, corporate grade internet connections. The project will be completed this financial year. A new initiative bid has been submitted as part of the 2017/18 draft business plan, which subject to approval, will investigate cost options to provide improved Wi-Fi capacity at libraries and community centres.

2. CONSULTATION / COMMUNICATION

2.1 Internal

2.1.1 Internal consultation was undertaken with the Community Development Coordinators and Team Leaders at the sites listed below:

- Morella Community Centre
- Pooraka Farm Community Centre
- The Mawson Centre (Community Programs)
- Salisbury East Neighbourhood Centre
- The Paddocks Centre
- Bagster Road Community Centre
- Burton Community Centre
- Twelve25 Youth Enterprise Centre
- Len Beadell Library
- Ingle Farm Library
- The Mawson Centre (Library)
- Para Hills Library
- Salisbury West Library

2.1.2 Technology Coordinator of the Community Capacity & Learning Division and the PA to the General Manager of Community Development provided information on administrative processes and Council's Community Grants program.

2.2 External

2.2.1 Nil. External businesses were contacted to provide quotes for potential community group hire of IT equipment.

3. REPORT

- 3.1 Local community groups are an important pathway for Salisbury's diverse community to learn and engage. Groups gather over common goals and interests and are largely run by volunteers with little or no funds. From time to time, community groups require access to technology for guest speaker presentations, events and other activities.
- 3.2 Based on feedback from Council staff, the most commonly requested technology items requested by community groups for use onsite are:
- Data projectors/projector screens
 - Laptops
 - Computers
- 3.3 Community Centre Coordinators and other Council staff have indicated that they currently meet community expectation in relation to the hire of equipment for use onsite. At the time of booking a hire space, IT equipment requests are evaluated and these requests are accommodated through utilization of equipment available at each site. On occasion, equipment is shared across the division to meet customer demand.
- 3.4 Council staff or community centres volunteers are available to monitor the use of the equipment, assist with set up and any technical queries. Equipment is secure at each site and is well utilized.

Demand for the provision of IT equipment

- 3.5 Feedback received from the library Branch Operations Officers across all five sites indicated that there had been two enquiries relating to borrowing digital equipment offsite in the last 12 months.
- 3.6 A review of Council's Community Grant Program recipients from 2013 until April 2017 identified that approximately \$11,609.00 (5.4%) of grant funding was allocated to the purchase of digital equipment by the Sport, Recreation and Grants Committee over that period. The following is a breakdown of the costs and IT equipment purchased:

Equipment	2013	2014	2015	2016	2017
PA systems	\$ 395	\$ 1,906	\$ 1,111	0	0
Audio equipment	0	0	\$ 2,000	0	0
Projectors/Screens	\$ 650	0	0	\$ 3,374	0
Laptops	\$ 975.00	0	\$ 1,198	0	0

Equipment cost comparison

- 3.7 Quotes were sought from five businesses that provide IT equipment hire. The average cost of hire from these businesses is as follows:

Data projector and screen	\$100 per day
Projector/screen/speakers/laptop/ Microphone package	\$130 per day
Laptops	\$90 per day

- 3.8 Feedback received from event hire businesses indicated that most community group hires were for an 'all in one' type packages for the purposes of presentations.

Loan process and staffing implications

- 3.9 The loan of IT equipment would be managed through the existing library management system, however it would require an additional administrative processes to manage security bonds as well as the testing, management and upgrade of equipment.
- 3.10 As a result of additional administrative processes, the estimated staff time increase would be 0.1 FTE. Based on the current Enterprise Agreement, for a staff member this staff cost is \$7,069 plus on costs.

Risks

- 3.11 Anticipated demand for the loan of IT equipment to be utilised offsite appears to be low. Two requests for the proposed service have been received over the past 12 months.
- 3.12 In reviewing the requests for audio equipment and projectors/screens, consideration was also given to the needs of some recipients to have the equipment permanently installed and used regularly or possibly shared within multipurpose facilities. For that reason, it is unlikely that these groups would access equipment through any potential library borrowing system.
- 3.13 Laptops would require a re-imaged between loans to ensure no content is left on the PC between users and to ensure that the laptops are not being used for illegal purposes.
- 3.14 Damage, loss or theft to IT equipment loaned to community group's offsite. A security bond would offset the risk of equipment not being returned or damaged and/or requiring repair. Depending on how often this occurs, it could result in the equipment being unavailable for loan for long periods and a financial loss to Council.

Options

- 3.15 Based on the information above, Council is now presented with two options:

Option 1 – Maintain existing provision of IT equipment through community centres and libraries

- 3.15.1 Current community group expectations in relation to the hire of IT equipment are being met without requiring any further financial investment from Council.

- 3.15.2 Although equipment use is limited to use onsite part of a room hire arrangement at community centres and libraries however as noted, the demand for hire of equipment for use offsite is minimal. There also still remains the opportunity for community groups to source their own equipment through volunteer grant funding.
- 3.15.3 Risks to Council are minimal with current equipment secure onsite, and managed and maintained through current resources.

Option 2 – Expanding provision of IT equipment through loans offsite

- 3.15.4 Investment would be required to fund the provision of the significant purchase, upgrade and ongoing maintenance of the technology items and replace same every three years. Estimated cost based on provision of 3 laptops, 2 data projectors and screens and 1 PA system would be \$17,030 once off purchase costs;
- 3.15.5 Overall management of lending technology items would impact staff resources due to the additional staff time required for the administrative processes to maintain, check and upgrade equipment. Additional estimated staff cost is \$7,069 and an increase in FTE of 0.1;
- 3.15.6 In relation to laptops, there are potential issues concerning the licensing and managing of the computer image as hiring to the public may fall outside our current licensing arrangements. Estimated cost of licensing if approved is \$1,650;
- 3.15.7 Total cost of this option is estimated at \$25,749.
- 3.15.8 Community groups hiring equipment to use off site may require assistance with equipment set up or technical difficulties. A strategy would be required to manage this process and possibly include an increase in FTE for staffing;
- 3.15.9 Security will be a considerable issue with these devices. As indicated the most obvious risk to Council is damage to equipment, loss or theft.

4. CONCLUSION / PROPOSAL

- 4.1 Research was undertaken in relation to the cost of provision of IT equipment through the library service for use by community members and groups offsite. A breakdown of the costs and risks involved is attached as Attachment 1 Equipment Loan Estimates. It is expected that the total cost including staff administration, purchase of equipment and licensing is estimated at \$25,749, with a requirement for equipment replacement every 3 years.
- 4.2 IT equipment is currently available onsite at nine Council locations. Feedback on demand confirms that community needs relating to onsite access to digital equipment are currently being met through efficient utilisation of existing resources and where necessary, a sharing of resources across sites.
- 4.3 Investigation has also shown that there is minimal demand by the community to borrow equipment for use offsite. In the event the community do need to access equipment offsite, technology is also available at a reasonable cost from a number of hire businesses in the North.

- 4.4 Based on this information, it is recommended that Council endorse option 1 – maintain existing provision of IT equipment through community centres and libraries.

CO-ORDINATION

Officer: Executive Group
Date: 08/05/2017

Equipment loan estimates

Figures are estimates only. Last updated 6 April 2017

Equipment type	Description	Purchase cost	Accessories	Licensing cost (if applicable)	Insurance	Lifecycle (years)	Labour	Maintenance	Training (staff time)	Risk management	TOTAL COST EVERY 3 YEARS
Laptops	<p>Enterprise-grade laptops x 3. Enterprise grade chosen owing to higher build quality to withstand usage by customers in a varying environment.</p> <p>Accessories includes carrying bag, cables, USB mouse and imaging equipment.</p> <p>Licensing costs to include OS, Office 2016, imaging software. Office license may not be possible due to the lending nature of the equipment.</p> <p>Insurance is calculated at 15% of item value per year for 3 years to match lifecycle of the equipment.</p> <p>Labour is based on manual processing and inspection (15 minutes), re-imaging the laptop while charging simultaneously (2 hours), following up on missing equipment or issues 4 times a year, 14 loans per year x 3 years of operation by a level 2 (\$30 inc on-costs).</p> <p>Maintenance is based on factoring in replacement consumables for 3 years.</p> <p>Training costs relate to staff time for initial training on the equipment (20 minutes) and accounting for 10 site visits per year (60 minutes).</p>	\$6,000	\$640	\$1,650	\$2,700	3	\$11,070	\$450	\$2,790	Laptops are re-imaged between loans to ensure no content is left on the PC between users. Other risks include liability of laptops being used for illegal purposes and the risk of equipment not being returned or being returned damaged and requiring repair/maintenance which will reduce loan statistics.	\$25,300
Projectors	<p>Standard-throw 1080p projectors x 2. Enterprise-grade chosen owing to higher build quality to withstand usage by customer in a varying environment.</p> <p>Accessories include projector screen.</p> <p>Insurance is based at 15% of item value per year for 3 years to match lifecycle of the equipment.</p> <p>Labour is based on performing manual processing and inspection (15 minutes), following up on missing equipment or issues 4 times a year, 14 loans per year x 3 years by a level 2 (\$30 inc on-costs).</p> <p>Maintenance is based on factoring in replacement consumables for 3 years.</p> <p>Training costs relate to staff time for initial training on the equipment (20 minutes) and accounting for 10 site visits per year (60 minutes).</p>	\$3,600	\$600	NA	\$1,620	3	\$1,200	\$900	\$1,860	Primary risk is relating to damaged equipment or equipment not being returned.	\$7,920
PA Systems	<p>Mid-range PA system including PA unit itself with microphone, stand and required cables, designed to withstand usage by customers in a varying environment.</p> <p>Accessories include extension cables for power and XLR and power board.</p> <p>Insurance is based at 15% of item value per year for 3 years to match the lifecycle of the equipment.</p> <p>Labour is based on performing manual processing and inspection (15 minutes), following up on missing equipment or issues 4 times a year, 14 loans per year x 3 years by a level 2 (\$30 inc on-costs).</p> <p>Maintenance is based on factoring in replacement consumables for 3 years.</p> <p>Training costs relate to staff time for initial training on the equipment (20 minutes) and accounting for 10 site visits per year (60 minutes).</p>	\$4,000	\$240	NA	\$1,800	3	\$1,200	\$600	\$1,860	Primary risk is relating to damaged equipment or equipment not being returned. The size and weight of the equipment also presents a risk for manual handling and storage impact.	\$9,700
TOTAL COST		\$13,600	\$1,480	\$1,650	\$6,120	9	\$13,470	\$1,950	\$6,510		\$42,920