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Contact number for meeting venue:

8384 0614

12 March 2026

## NOTICE OF MEETING

NOTICE IS HEREBY GIVEN in accordance with Section 83 of the *Local Government Act 1999* that an **Ordinary meeting of Council** of the City of Onkaparinga will be held on **Tuesday 17 March 2026 at 6.30pm** at the Council Chamber at the Civic Centre, Ramsay Place, Noarlunga Centre for the purpose of considering the items included on the attached agenda.

*We recognise that the land on which we meet has considerable natural and cultural heritage, including thousands of years of traditional ownership by Kurna.*



Sharon Mason  
Chief Executive Officer

### Public attendance

- All members of the public who attend Council or Committee meetings are required to electronically sign in using the on-site device which includes having their photo taken.
- The Chamber public gallery capacity is 35 people. Once this limit is reached access to the building will be closed to the public.
- A recording of the meeting procedures, discussion and decisions (excluding confidential items) will be published to council's website approximately 48 hours after the meeting. Vision of persons present in the Gallery will be captured in the recording.

Disclaimer: Please note that the contents of the Council Agendas have yet to be considered by Council and recommendations contained herein may be altered or changed by the Council in the process of formally making decisions of Council.

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# AGENDA

## Council meeting 17 March 2026

VENUE: Council Chamber  
Civic Centre, Ramsay Place, Noarlunga Centre

TIME: 6.30pm

APOLOGIES:

LEAVE OF ABSENCE: Cr Bell

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### PLEDGE

We recognise this City's considerable natural and cultural heritage, including thousands of years of traditional ownership by Kaurna, and the more recent contribution from people either born here or who have migrated here. As we meet together, we build on this heritage by respecting and listening to each other, thinking clearly, being receptive to new ideas, speaking honestly, and deciding wisely for the current and future well-being of those we serve.

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1. Opening of meeting

2. Council member declarations of interest

3. Confirmation of minutes

That the minutes of the proceedings of the [Council meeting held on 17 February 2026](#) be received and confirmed as an accurate record of those proceedings.

4. Adjourned business

Nil.

5. Leave of absence

Nil.

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## 6. Mayor's Communication

### 6.1 MAYOR'S REPORT

Summer ended better than it started for our businesses and beaches. The harmful algal bloom subsiding saw crowds and events returning to our coastline and the pop-up Encore sites were very well supported by locals and visitors. Thank you to all the Surf Life Saving Clubs in particular and the CFS volunteers who have kept our beaches and bush safe for everyone throughout the summer season.

March is also full of events flowing from The Fringe and other festivals (eg Chilli Festival, SouthStart) and art exhibitions which are also attracting plenty of attention and bringing people together. The grape growers in our region are doing it tough and the impact of the drought, global market shifts and changes in the way we consume alcohol continues to challenge the industry to adapt. Their resilience, tenacity and innovations are constantly at work to ensure the industry remains viable and valued.

Sharon Mason CEO is making her way around the community, industry, employers and our staff at a rapid pace, meeting people, listening to issues, undertaking analysis as she heads into leading the budget process for the coming financial year and setting the conditions for long-term success for our people and places.

Several key consultations have been taking place over the last month including how we engage as a Council with all members of the community and our Reconciliation Action Plan. Consultation takes many forms – data – both qualitative and quantitative, scenarios and future forecasting, analysis of population and community mood, changes in the environment and emerging technologies are considerations when decisions get made. Councillors and staff work together to ensure a wide range of inputs are included so the deliberative process of coming to a decision aligns with our community plan and financial parameters. Just like any household, a council cannot do everything we would want to and we sincerely appreciate those members of the public, community groups and interested parties who let us know their lived experience and perspective.

As I have often said, you can vote every four years, but every day the way you spend your time, your money and what you pay attention to, shapes the world and is in fact a way you are voting with your heart, head and hands every day.

So to all those who volunteer, serve on committees and do the hard work of negotiating every day with one another and the systems you work in, to build the future for us all, thank you. Civic participation and public engagement strengthen our democracy. It is estimated that two out of five people over the age of 15 volunteer in our community – coaching sport, collecting seeds, removing graffiti, raising funds for charities, removing weeds, planting trees, tour guiding for heritage walks, protecting wildlife and all manner of other things!

We provide new citizens with information on how to find a volunteer opportunity to help with connecting to others in the community. These generous acts of service build a legacy and I sincerely appreciate the invitations I get to represent Council to celebrate milestones and achievements. I wish I could go to them all!

#### Elected Member Representation

Thank you to Deputy Mayor Michael Fisher for representing me at:

- Reynella East College Sports Day

Thank you to Cr Lauren Jew for representing me at:

- Aldinga Payinthe College – panel member for International Women's Day event

This month the following invitations received an apology:

- Amhadiyya Muslim Association Dinner
- Disrupting Disinformation Ecologies Session, Melbourne
- 5th World Cutlery Capitals meeting, Portugal
- ICELEI meeting, Germany
- Noarlunga Heights Super Centre opening
- Nice Day to go to the Club Music Festival
- Reynella Scout Group Award Presentation
- Opening of Civil Contractors Federation Centre of Excellence
- Marcellin Campus Industry Partnership Breakfast
- Australian Citizenship Ceremony, City of Adelaide

#### Mayor's calendar

16 February to 14 March 2026

February	
16	Tour of the region with CEO
	Meetings with staff
17	Launch of Vineyard Post Reuse Pilot with Minister Clare Scriven
	Mayor's Leadership Circle
	Meetings with staff
	South Aussie with Cosi at Hopgood Theatre
	Meeting of Council
19	Meetings with staff
	LGA Board
20	LGA fortnightly algal bloom briefing
	Meeting with Deputy Mayor
	Meeting with CEO
21	Willunga Farmers Market birthday celebration
	Moonlight Cinema Christies Beach
22	Chilli Festival Willunga
	Southern Pride March Family Fun Day
24	Meeting with staff
	Elected Member Session
25	Babytime Noarlunga Library
	GAROC/SAROC meeting
26	Networking session – 'Bloomin Algae'
	Meeting with CEO
	SA Citizen of the Year Awards
27	LGA meetings
28	ALGWA International Women's Day event



<b>March</b>	
1	Trolley collection at Noarlunga interchange
2	Meeting with SRWRA
	Meeting with Councillors
	CEO Performance Management Committee
3	ABC Radio interview
	Meeting with CEO
	Meeting with state election candidate
	Elected Member Session
4	SouthStart briefing
5	Meetings with staff
	Aquatic Centre site visit
6	Adelaide International Women's Day Breakfast
	ICLEI Oceania RexCom meeting
	Adelaide Climate Action Week call
10	Meeting with CEO
	Meetings with staff
	Meeting with state election candidate
	Elected Member Session
	ICLEI Oceania delegate call
11	Storytime
	Meeting with elected candidate
12	Coast FM Radio interview
	Meeting with staff
	Meeting with community member
13	Meeting with community group
	Meeting with state election candidates
14	Opening of Sea Turtle Park Port Noarlunga
	Fringe Birthday event, Hopgood Theatre

#### Deputy Mayor's calendar 16 February to 14 March

<b>February</b>	
17	Meeting of Council
19	Meeting with CEO
20	Reynella East College Sports Day
24	Elected Member Session
27	LGA Deputy Mayor Forum

## Correspondence

Incoming			
Att 1	18/2/26	Minister for Planning	DA Techno Plas Pty Ltd
Att 2	17/2/26	Dept for Environment & Water	Onkaparinga Trail alignment
Att 3	19/2/26	Minister for Climate, Environment & Water	Algal Bloom Response Local Government Grant Fund
Outgoing			
Att 4	17/2/26	Minister for Planning	Council Assessment Panel
Att 5	19/2/26	Dept for Environment & Water	Submission on Breeder Reforms to amend <i>Dog and Cat Management Regulations</i>
Att 6, 6a	19/2/26	House of Representatives Standing Committee on Regional Development, Infrastructure and Transport	Submission on local government funding and fiscal sustainability
Att 7, 7a, 7b	27/2/26	Minister for Infrastructure & Transport	Working collaboratively with SA Government

Thank you.



Moira Were AM  
Mayor

## Recommendation

That Council note the 17 March 2026 Mayor's report.

**Hon Nick Champion MP**



**Government  
of South Australia**

**Minister for Housing and  
Urban Development**

**Minister for Housing  
Infrastructure**

**Minister for Planning**

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Mayor Moira Were AM  
City of Onkaparinga

By email: [moira.were@onkaparinga.sa.gov.au](mailto:moira.were@onkaparinga.sa.gov.au)

Dear Mayor Were

Thank you for your correspondence to the Premier, Hon Peter Malinauskas MP, and myself, regarding Development Application ID 25032095 by Techno Plas Pty Ltd. As the matters you have raised fall within my portfolio responsibilities, the Premier has asked me to respond on his behalf.

I understand Application ID 25032095 seeks a change of use to light industry for the purpose of plastic manufacturing, along with alterations and additions to the existing building, water tanks, fence, removal of one significant and five regulated trees and advertisement at 38-44 Panatalinga Road, Old Reynella.

I have been advised by the Department for Housing and Urban Development (DHUD) that the application was withdrawn on 29 January 2026. As there is no current planning application, there are no matters to consider with respect to intervention from the State Government on this matter.

Policies within the Planning and Design Code guide the assessment of non-residential uses to consider their impacts to sensitive receivers in relation to matters such as noise, vibration, air quality, lighting, and traffic. Where matters are assessed by a Council Assessment Panel (CAP), they are done so in a means which is afforded due process, free from political interference.

I note that the site was subject to a rezoning led by the City of Onkaparinga in 2020. The Old Reynella Former Winery Site Development Plan Amendment (DPA) retained an employment-type zone over the portion of the land on which the now-withdrawn development application was located.



**OFFICIAL**

Should Council remain concerned about the potential development outcomes on this site, it may wish to review the zoning by way of a council-led Code Amendment. Any rezoning to remove employment opportunities on the site would need to be suitably, strategically justified.

I trust this information is of assistance.

Yours sincerely

A handwritten signature in blue ink, appearing to read 'Nick Champion', with a stylized flourish extending to the right.

**Hon Nick Champion MP**  
Minister for Planning

12/2/2026

cc: Hon Peter Malinauskas MP, Premier of South Australia

OFFICIAL

Attachment 2



Government of South Australia

Department for Environment  
and Water

Document Reference Number: DEW-D0034047

81-95 Waymouth Street  
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Ms Moira Were  
Mayor  
City of Onkaparinga  
Email: [Moira.Were@onkaparinga.sa.gov.au](mailto:Moira.Were@onkaparinga.sa.gov.au)

Dear Mayor Were

Thank you for your letter, dated 2 December 2025, to Mr Ben Bruce, Chief Executive of the Department for Environment and Water (DEW) regarding the invitation to government landowners along the proposed Onkaparinga Trail alignment. I have been asked to respond on behalf of the Chief Executive.

As an important initiative of Onkaparinga River Recreation Park, DEW intends to commence planning to improve the boardwalk infrastructure at the park during the 2026/27 financial year.

Mr Jarrah Bailey, Senior Project Officer, Statewide Trails would be happy to meet with your team to discuss how our infrastructure can be integrated with the proposed Onkaparinga Trail. Jarrah can be contacted by email at: [Jarrah.Bailey@sa.gov.au](mailto:Jarrah.Bailey@sa.gov.au) or by telephone on 0448 363 263.

Thank you for writing and I trust this information is of assistance.

Yours sincerely

A handwritten signature in black ink, appearing to be "J. Irving".

**Jason Irving**  
Director, Park Planning and Visitor Experience

17 February 2026

OFFICIAL

OFFICIAL

Ref: DEW26/00244


**Government of  
South Australia**

**Hon Lucy Hood MP**  
Minister for Climate,  
Environment and Water

Ms Moira Were AM  
Mayor  
City of Onkaparinga  
Ramsay PI  
NOARLUNGA CENTRE SA 5168  
[moira.were@onkaparinga.sa.gov.au](mailto:moira.were@onkaparinga.sa.gov.au)

Dear Mayor Were

Thank you for the City of Onkaparinga's recent applications to the Algal Bloom Response Local Government Grant Fund.

The algal bloom has been an unprecedented and significant natural disaster that has impacted much of South Australia's coastline and caused substantial harm to our marine wildlife, our regional and coastal economy and our communities.

The State Government is committed to providing support to coastal communities across the state that have experienced significant impacts due to the algal bloom. As part of the Algal Bloom Summer Plan and other support packages, the State and Federal Governments are investing to support local coastal communities, including a \$4 million Local Government Grant Fund.

I am pleased to inform you that the City of Onkaparinga has been approved to receive funding for the following projects from the Local Government Grant Fund:

- Beyond the Bloom, A Creative Community Response - \$54,194
- Coastal Tourist Parks Outdoor Beachside Showers - \$50,000
- Tiller Drive Coastal Beach Access Renewal - \$50,000
- Onkaparinga Libraries Citizen Science - \$9,600

I am also pleased to know that the City of Onkaparinga has already received funding for the Bin Cleaning Trailer project (\$40,400) from the Local Government Grant Fund.

Staff from the Department of the Premier and Cabinet's Algal Bloom Coordination Unit will be in contact with you shortly to finalise your grant agreements and other associated details. In the meantime, if you have any questions or concerns, please contact the Unit at [algalbloomcoordination@sa.gov.au](mailto:algalbloomcoordination@sa.gov.au).

Once again, congratulations and I wish you all the best as work begins on these exciting projects.

Yours sincerely

**Hon Lucy Hood MP**  
Minister for Climate, Environment and Water

17/2/2026

Cc Joshua Rose, Manager Fleet, Civil & Waste Operations, [Joshua.rose@onkaparinga.sa.gov.au](mailto:Joshua.rose@onkaparinga.sa.gov.au)  
Tracy Fulton, Coordinator Sustainability Education, [Tracy.Fulton@onkaparinga.sa.gov.au](mailto:Tracy.Fulton@onkaparinga.sa.gov.au)  
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Paul Wright, Manager Community Capacity, [Paul.wright@onkaparinga.sa.gov.au](mailto:Paul.wright@onkaparinga.sa.gov.au)

Office of the Minister for Climate, Environment and Water  
81-95 Waymouth Street, Adelaide SA 5000  
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17 February 2026  
Our ref: 8374403

Hon Nick Champion MP  
Minister for Planning  
[MinisterChampion@sa.gov.au](mailto:MinisterChampion@sa.gov.au)

Dear Minister Champion

Council at its meeting held [20 January 2026](#) resolved through a Notice of Motion that:

*Requests that the Mayor write to the Minister for Planning to:*

- a. advocate for greater clarity and transparency for the public regarding Council's role compared with that of the Council Assessment Panel in development assessment and decision-making; and*
- b. seek stronger and more clearly defined avenues for local government input into State planning policy.*

This letter is to bring Council's Notice of Motion into effect.

As you know, Council Assessment Panels (CAP) are established under the *Planning, Development and Infrastructure Act 2016* and operate independently of elected members in determining certain development applications.

Notwithstanding that Council understands the separation of roles in development assessment and decision-making under the Act, it has come to our attention that the reference to 'Council Assessment Panel' may contribute to a community misunderstanding about the role of Council (as in the elected members) in planning decisions, including the perception that Councils directly control or influence panel determinations.

As the Minister for Planning, we are seeking your consideration and advice for amending the terminology 'Council Assessment Panel (CAP)' to 'Independent Planning Assessment Panel (IPAP)', or similar. We believe this would more accurately reflect the independent statutory role of the panel and help improve the public understanding of South Australia's planning system.

Noting the separation of Council's role in development assessment and decision-making, we again raise the concern that the planning system has sidelined Council and therefore the community's voice. The City of Onkaparinga has continuously advocated throughout the planning reforms to keep local voices heard in the planning system - local government represents the local community, therefore local government input should be seen as community input.

We note the intent of the State Government's Community Engagement Charter within the planning system. The reality however is the Charter does not provide an avenue for Council to seek community input prior to Council and/or council administration making a submission leaving many in the community feeling their voices are not heard or at minimum their input carries minimal weight in planning matters.

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CITY OF ONKAPARINGA

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ABN 97 047 258 128

The planning system with its centralised planning controls is technical complexity, with flexible policy settings favouring streamlined approvals advantaging developers creating a system where the developer's voice is significantly more influential than that of the community.

On this basis, we request that the State Government respond to the City of Onkaparinga's Notice of Motion to help clarify Council's role in the Council Assessment Panel in development assessment and decision-making, including your advice on whether council may rename the CAP as it sees fit. We also seek further investigations for local government input (that is community input) into state planning policy, prior to consultation and implementation.

We would welcome the opportunity to work with the State Government on continuous improvements to the South Australian planning system to ensure the processes are clear, and equitable for everyone.

Please contact Renee Mitchell, Director Planning on 08 8488 205 or via [renee.mitchell@onkaparinga.sa.gov.au](mailto:renee.mitchell@onkaparinga.sa.gov.au) to discuss or for any further information.

Yours sincerely

A handwritten signature in blue ink that reads "Moira Were".

Moira Were AM  
**Mayor**





19 February 2026  
Our ref: 8390606

Ms Lisien Loan  
Director Conservation and Wildlife  
Department for Environment and Water  
C/- Dog and Cat Management Reform  
[DEW.DogAndCatReform@sa.gov.au](mailto:DEW.DogAndCatReform@sa.gov.au)

Cc – Acting Chief Executive Officer, Karen Teaha - [lgasa@lga.sa.gov.au](mailto:lgasa@lga.sa.gov.au)

Dear Ms Loan

The Department for Environment and Water (DEW) has invited council to provide feedback on Breeder Reforms including proposed Regulations to amend the *Dog and Cat Management Regulations*.

The City of Onkaparinga welcomes the opportunity to participate in the consultation. Please find enclosed our submission on draft Regulations, breeding limits, Standards and Guidelines, which was approved by the Council of the City of Onkaparinga on 17 February 2026.

#### **Breeder licensing scheme**

The proposed Regulations establish Standards and Guidelines for breeding dogs and cats.

Council supports improved animal welfare outcomes through the introduction of breeder reforms, noting the reforms will not be administered by council and council will not be paying for their administration. Rather the Dog and Cat Management Board will be responsible for their administration.

#### **Fair retention of dog registration funds**

The prescribed percentage of dog registration revenue to be paid into the Fund, set out in Regulation 6 of the *Dog and Cat Management Regulations* and proposed in the current draft *Dog and Cat Management (Breeder Reforms) Amendment Regulations* to be kept at 24 per cent for prescribed councils, including the City of Onkaparinga.

Council's position is that no more than 10 per cent of dog registration income should be contributed to the Fund. Our rationale for this position is that the City of Onkaparinga, amongst other councils, is facing rising operational costs, persistent repeat offenders, and increasing pressures around animal containment - particularly dangerous dogs. Over the past five years – between 2019 and 2024, more than \$12.6 million has been expended on dog management, resulting in a deficit exceeding \$5 million, while we also contributed over \$1.9 million to the Fund. Retaining 90 per cent of dog registration revenue is essential to financial sustainability and preserving the autonomy required by council to meet its obligations under the Act.

Our recommendation for the Regulations is to amend Regulation 6 so that the percentage of fees a council (all councils, prescribed, and in any other case) must pay into the Fund is set at no more than 10 per cent.

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CITY OF ONKAPARINGA

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### **A statewide cat management strategy**

Regulation 15–Power to destroy cats and 16–Power to seize and detain cats

Council's position is to advocate for a statewide approach to cat management, that the *Dog and Cat Management Act* needs amending to clarify cat registration requirements and remove barriers to fee setting. Council recognises that it is the function of the state government to respond to the impact of cats on wildlife and biodiversity, and community expectation regarding cat management. Statewide education on the benefits of cat containment, and solutions to the detention and disposal of unowned cats, is also needed.

In January 2025, the then Deputy Premier, Susan Close, committed the Department for Environment and Water (DEW) to develop a Statewide Cat Management Strategy for South Australia to protect and manage all cats with consideration of the social, environmental and economic impact caused by cats. The strategy will be a framework for the statewide management of owned, unowned and feral cats.

The City of Onkaparinga was one of two metropolitan councils invited to be on the reference group to inform the draft Strategy. The Strategy was expected to be available for public consultation in July 2025, however consultation is yet to commence and looks unlikely before the State election.

DEW have previously committed to revising the legislative regime for cat management after the Strategy is implemented. We submit that the proposed amendments to powers to seize and detain cats and to destroy cats are premature and need to be considered in light of a whole of government approach to this complex issue.

### **Management of Microchip and Desexing Records**

Feedback is also being sought on the options provided to vets to update DACO with microchipping and desexing information. At present veterinarians may enter details directly into DACO, provide the information in writing to the relevant council, or provide the information in writing to the owner. We have observed that information in writing to the owner is common and that information is not always added to DACO.

The provision of accurate microchipping details is the foundation for the effectiveness of the central dog and cat register, and we submit that the best approach going forward is for vets to add microchipping and desexing information directly to DACO. Removing the option to provide it to council which is administratively cumbersome and leads to a delay in this information being available in the register. Also removing the options to provide the information to owners, eliminating the risk that the details are not subsequently added to DACO.

Thank you for the opportunity to provide feedback on the important changes to the dog and cat management laws in our state. If you wish to discuss this submission further, please contact Mr Ian Hawkins, Manager Community Safety and Property on 8384 0666 or via email on [ian.hawkins@onkaparinga.sa.gov.au](mailto:ian.hawkins@onkaparinga.sa.gov.au).

Yours sincerely



Moira Were AM  
Mayor



19 February 2026  
Our ref: 8354494

Committee Secretary  
House of Representatives Standing Committee on Regional Development, Infrastructure and Transport  
PO Box 6021  
Parliament House  
Canberra ACT 2600  
E: [rdit.reps@aph.gov.au](mailto:rdit.reps@aph.gov.au)

Dear Secretary,

The City of Onkaparinga welcomes the opportunity to contribute to the House of Representatives Standing Committee on Regional Development, Infrastructure and Transport's inquiry into local government funding and fiscal sustainability.

This submission is the Council endorsed version from the Council meeting held 17 February 2026 to replace our draft administrative letter dated 2 February 2026.

Our submission to the previous inquiry dated 24 May 2024 (see Attachment 1) remains current, with some additions provided below.

We also support the positions raised by the Australian Local Government Association (ALGA) and the Local Government Association of South Australia (LGASA) in their 2024 submissions, particularly:

- an increase in federal government untied grant funding (Financial Assistance Grants) to at least one percent of Commonwealth tax revenue to provide longer term financial certainty and security for local governments.
- restoration of the Financial Assistance Grant funding lost following the 2014-15 to 2017-28 indexation freeze, and an additional one-off payment to address the longer-term financial impact.
- recognize the essential role of local government in achieving national priorities across productivity, improved community wellbeing, reduced inequality, environmental protection, circular economy, emission reduction, emergency management, increasing secure well-paid jobs, and building a skilled workforce.

### Introduction

The City of Onkaparinga is home to over 182,000 residents, representing 10 per cent of South Australia's population. We are proud to be a coastal city, a wine region by the sea, and a key tourism destination which contributes to both state and national economies.

Our city extends over 518 square kilometres on the southern urban fringe of the Greater Adelaide area. We span urban centres, low and medium density suburbs, rural areas and townships.

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CITY OF ONKAPARINGA

PO Box 1, Noarlunga Centre SA 5168 | (08) 8384 0666 | [onkaparingacity.com](http://onkaparingacity.com)

ABN 97 047 258 128



We are a growing region, with our population forecast to grow to 209,346 by 2041<sup>1</sup>.

### Summary

- The City of Onkaparinga's revenue base is heavily reliant on own-source funding, with rates contributing approximately 75 per cent of total income, limiting flexibility to absorb cost escalation and cost-shifting from other levels of government.
- Australian and State Government grant funding plays an important but secondary role and is predominantly tied, competitive and time-limited, reducing councils' ability to sustainably fund ongoing services and asset maintenance.
- The 2014-15 to 2017-18 Financial Assistance Grant indexation freeze permanently reduced councils' baseline revenue, creating a compounding negative impact on long-term financial plans; restoration must include indexation to current cost levels to correct this structural deficit.
- Current FA grant funding frameworks do not adequately recognise councils with mixed metropolitan, peri-urban and rural characteristics, resulting in inequities in funding allocation and service delivery costs.
- Increasing workforce shortages, regulatory compliance requirements and expanding responsibilities in areas such as public health, climate resilience and community services are creating material pressures on local government fiscal sustainability.

### Discussion

#### Funding Sources

The City of Onkaparinga has strong relationships with our state and federal counterparts and appreciates the continued support we receive in a range of areas. However, as stated in our previous submission, the impacts of the evolving responsibilities of local government are real and continue to impact on the delivery of programs and services in our region. We will continue to advocate for our city and seek funding opportunities as they arise in order to support the delivery of critical services and infrastructure to support our community.

The city has nearly 84,000 rate-able properties across 5 major categories including residential, commercial and industrial, primary production, vacant land, and other.

As reported in our 2024-25 Annual Report and associated budget documents (available here [Annual Report City of Onkaparinga](#)), the council's funding base is dominated by own-source revenue, particularly rates which contributed roughly 75 per cent of total funding in 2024-25. Grants from Australian and South Australian governments – both competitive and tied to specific capital and service delivery projects – represented a significant but smaller proportion of income. Council's General Purpose Financial Statements as detailed in our Annual Report break down general rates, fees and charges, statutory and user charges, commercial activity income, and grant revenue into detailed categories, enabling clear mapping of both own-source and intergovernmental funding streams.

While the City of Onkaparinga is home to approximately 10 per cent of South Australia's population and includes a mix of metropolitan, peri-urban and rural areas, it is classified as a metropolitan council for the purposes of grant allocation. This classification is applied through the Local Government Grants Commission's distribution of Financial Assistance Grants, including general purpose, local roads and special roads funding, which are provided by the Australian

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<sup>1</sup> [Economic profile | Onkaparinga | economy.id](#)

Government to the State for allocation to councils. As a result, the current funding formulas do not adequately recognise the additional service delivery and infrastructure costs associated with Onkaparinga's extensive peri-urban and rural areas. Council seeks refinement of these funding formulas, or the introduction of a separate assessment approach, to better reflect the variation in local government boundary characteristics and associated cost drivers.

#### Impacts and Effectiveness

##### *Impact of Indexation freeze*

The City of Onkaparinga strongly supports the position of ALGA with regards to Financial Assistance Grants. Restoration of Financial Assistance Grant funding should account not only for the nominal amounts forgone during the 2014-15 to 2017-18 indexation freeze, but also for the cumulative impact of that loss over time. Funding withheld during this period has impacted councils' revenue bases, with effects that compound through long-term financial plans by permanently reducing baseline income. Restoring Financial Assistance Grant funding without appropriate indexation would fail to correct this structural deficit in funding, as the real value of the forgone funding has diminished over time while service delivery and asset costs have continued to escalate. To meaningfully address fiscal sustainability, restoration of Financial Assistance Grant funding should therefore be indexed to reflect current cost pressures and to counteract the ongoing compounding impact on councils' long-term financial positions.

##### *Barriers to infrastructure service delivery*

The City of Onkaparinga supports the inquiry into barriers to infrastructure service delivery, including workforce attraction and retention, employment security for local government workers, and the impacts of labour hire practices.

Based on Council's workforce planning, several occupations critical to infrastructure service delivery have been identified as experiencing state and national skills shortages. Within teams directly involved in infrastructure delivery, this includes Civil Engineer (ANZSCO 233211), Grader Operator (ANZSCO 721215) and Civil Engineering Draftsperson (ANZSCO 312211).

While retention in these occupations is generally strong, Council has an ageing workforce profile and anticipates a peak in retirements over coming years. Without targeted intervention, this presents a future risk to infrastructure service continuity and organisational capability. A coordinated approach to increased support for traineeship and apprenticeship pathways within local government would assist in mitigating this risk and strengthening the long-term sustainability of the workforce.

Employment security for roles directly related to infrastructure service delivery is strong. Council maintains a core, directly employed workforce and supplements this with external service providers or labour hire arrangements where additional capacity or specialist skills and equipment are required on a short-term or infrequent basis. This approach supports workforce stability while enabling flexibility to respond to fluctuating project demands.

The ability to attract and retain a skilled workforce must also consider broader trends affecting the total workforce. Corporate services roles are critical enablers of infrastructure delivery, providing governance, systems, digital capability and specialist support. Increasing demand for digital skills, the adoption of artificial intelligence and other emerging technologies, and heightened expectations around sustainability are expanding skill requirements across a wider range of roles.



This reflects a shift away from reliance on centralised subject matter experts towards embedding capability across the organisation. An emerging barrier to infrastructure service delivery has arisen from the national harmonisation of temporary traffic management practices. New requirements to evidence workforce competency, combined with a limited number of approved training providers, present challenges for timely compliance. Potential impacts include parts of the workforce being unable to achieve the required competency by January 2027, resulting in the need to outsource traffic management functions and creating additional pressure on Council's operating budgets.

#### Evidence from Previous Inquiry

Our submission to the previous inquiry, dated 24 May 2024 included examples of cost-shifting and other pressures on financial sustainability being experienced by areas within the City of Onkaparinga.

#### *Libraries and Community/Neighbourhood Centres*

Our community and neighbourhood centres as well as libraries continue to provide a wide array of services for the community that are continually evolving to respond to a diverse range of needs. Despite the enhanced benefit these locations provide to community, there has been a net decrease to the funding they receive.

Libraries receive annual funding through a Collaboration Agreement between the Libraries Board of South Australia and the LGA. Annual indexation was removed from this agreement which impacts the services libraries provide to our community. Additionally in 2026-27 there has been an increase in contribution to library network operations from the collaboration agreement such as contributing to sortation/courier charges and cataloguing charges which is impacting the quantity of new library material being added to the collection.

Libraries are also absorbing costs associated with digital inclusion as federal government agencies continue to shift essential services online. As digital literacy becomes a prerequisite for accessing government information, completing forms and engaging with essential programs, libraries are to increase filling the gap by providing technology, training and one-to-one support. This places additional pressure on budgets and resources.

We are calling on the government to increase grant funding for libraries so they can sustainably deliver this critical support and continue to meet the evolving needs of the community.

#### *Immunisation*

The [National Immunisation Strategy](#) aims to improve vaccination coverage rates, which the City of Onkaparinga directly contribute to, but we could do more with additional funding. The contribution of local government is specifically mentioned as a key part of delivery, being a "*collaborative effort spanning all levels of government – federal, state and territory, and local.*"

We are also contributing to at least three out of the six priority areas:

1. Improve access to immunisation, with a focus on equity for Aboriginal and Torres Strait Islander people and other priority populations.
2. Build trust, understanding and acceptance of immunisation in communities.
4. Strengthen the immunisation workforce.

As stated in our previous submission, we are calling on the Australian Government to fund local governments for immunisations ensuring parity with the payments available to pharmacies under

the National Immunisation Program, ensuring that the critical service provided to vulnerable residents is recognised and sustainable.

#### *Climate change*

The growing impacts of climate change are impacting councils' ability to deliver projects and services in a financially sustainable way.

At a national level, the 2025 [JLT Public Sector Risk Report](#) has identified climate change as a top 5 risk in four out of seven states, including South Australia. It highlights climate change as a critical concern for Australian councils, particularly due to insufficient revenue for necessary adaptation measures and the need for federal and state government support to bolster resilience and facilitate the transition to a net-zero economy. This is supported by the 2025 ALGA report, [Adapting together: Local Government Leadership in a Changing Climate](#) which identified that local governments are already under significant financial constraints and face an inequitable delivery burden. Deloitte identified in 2021 that without investment in adaptation, disaster-related costs to Australia could reach \$73 billion by 2060. The [Australian Treasury Intergenerational Report 2023](#) found that sustained action across adaptation and emissions reduction will be required to maintain productivity and fiscal sustainability, and that effective investments in resilience will reduce costs to the economy in the long run at the same time as achieving better social and environmental outcomes. National and state responses currently include undertaking climate risk assessments and risk mitigation planning.

The City of Onkaparinga has funded and implemented a range of climate response work to mitigate climate risk, support net-zero targets, and provide benefits to community and government. A significant overall barrier to climate action are council-wide budget pressures, which have resulted in a restrained budget with a strong focus on like-for-like asset renewals, driven in part by the Essential Services Commission of South Australia (ESCOSA) Local Government Advice for the City of Onkaparinga (2024). Several types of climate action are now at risk of not receiving adequate funding or resourcing.

While we're undertaking a plethora of actions to manage the governance, physical and transitional risks associated with climate change, the impost to effectively respond to these risks will only increase. Like all local governments, without sufficient support, our ongoing financial sustainability will be challenged by the impact of climate change on both our operations, and our communities.

#### **Summary**

The City of Onkaparinga welcomes the opportunity to contribute to the inquiry. Our submission highlights the growing structural pressures on local government fiscal sustainability arising from an increasing reliance on own-source revenue, constrained and competitive grant funding, and the cumulative impacts of historical funding decisions.

With rates comprising approximately three-quarters of total income, councils have limited capacity to absorb escalating costs, cost-shifting from other levels of government, and expanding service delivery expectations.

Financial Assistance Grants remain critical to maintaining a sustainable revenue base. The 2014-15 to 2017-18 indexation freeze permanently reduced baseline funding, with compounding effects on long-term financial plans and asset sustainability. Restoring these grants without appropriate indexation would not address the real erosion of funding capacity or correct the resulting structural imbalance.

Current funding frameworks also fail to adequately recognise councils with mixed metropolitan, peri-urban and rural characteristics, resulting in inequitable funding outcomes and higher service delivery costs. These pressures are being further intensified by workforce shortages, regulatory compliance requirements and increasing responsibilities in areas such as public health, climate adaptation and community resilience.

The inquiry presents an opportunity to strengthen the long-term sustainability of local government by restoring and indexing Financial Assistance Grants, improving the equity and flexibility of funding arrangements, and recognising the essential role councils play in delivering national priorities. Without reform, councils will continue to face increasing risks to service continuity, asset renewal and community wellbeing.

Yours sincerely

A handwritten signature in blue ink that reads "Moira Were".

Moira Were AM  
**Mayor**

Encl - Attachment 1: City of Onkaparinga submission dated 24 May 2024





24 May 2024  
Our ref: 6161976

Committee Secretary  
House of Representatives Standing Committee on Regional Development, Infrastructure and Transport  
PO Box 6021  
Parliament House  
CANBERRA ACT 2600

Dear Secretary

The City of Onkaparinga welcomes the opportunity to contribute to the House of Representatives Standing Committee on Regional Development, Infrastructure and Transport's inquiry into local government sustainability.

Please find enclosed our submission, which was approved by the Council of the City of Onkaparinga on 21 May 2024.

### Introduction

The City of Onkaparinga is the largest metropolitan local government by population in South Australia. Our 180,860+ residents represent 10 per cent of the state's population. Located on the southern urban fringe of the Greater Adelaide area, we span urban centres, low and medium density suburbs, rural areas, and townships.

Our city extends over 518 square kilometres of diverse natural landscape, including 31 kilometres of spectacular coastline, hills, vineyards, agricultural plains, and national parks. We are blessed with abundant public open spaces and recreational areas, vibrant creative and cultural communities, and a unique variety of industrial areas, commercial and tourism precincts, and community centres and facilities.

The services we provide are as diverse and varied as our community. The four divisions within our organisation deliver a huge range of services and projects that transform our Community Plan and guiding strategies into tangible outcomes, ensuring we deliver what is essential for our community.

### Summary

The City of Onkaparinga enjoys strong and collaborative relationships with our state and federal counterparts and acknowledges the support we receive in a range of areas. Even so, cost shifting<sup>1</sup> is a real and growing issue impacting the delivery of programs and services in our local government area. We will continue to engage constructively with other levels of government as opportunities arise, such as through this inquiry, and advocate for positive change that benefits our communities.

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<sup>1</sup> For the purposes of this inquiry, we have adopted the NSW Local Government Association's definition of cost shifting: *'Cost shifting occurs when state and federal governments force councils to assume responsibility for infrastructure, services and regulatory functions without providing sufficient supporting funding'*.

Key points:

- The City of Onkaparinga strongly supports the Australian Local Government Association's (ALGA's) position that Financial Assistance (FA) Grants be restored to at least one per cent of taxation revenue and for the provision of an additional once-off payment of \$3 billion to address the historical practice of paying FA grants to councils in advance.
- As the level of government closest to the community, councils increasingly experience growing demand for services and infrastructure while also being pressured to keep rates low. While South Australia does not have formal rate capping, the recent local government reform process and resulting Essential Services Commission of South Australia (ESCOSA) assessment of financial capacity has placed additional scrutiny on councils' abilities to effectively manage their budgets and has highlighted that many councils' financial performance/positions are 'potentially unsustainable'.
- Community expectations are outpacing councils' abilities to deliver, particularly in relation to new infrastructure such as sporting complexes.
- The growing impacts of climate change are also impacting on our ability to deliver projects and services in a financially sustainable way.
- Cost of living challenges and a nationwide lack of housing are putting pressure on councils to step into areas which are not traditionally a local government responsibility.
- The City of Onkaparinga has experienced cost shifting through decreases to government funding for community and neighbourhood centres, the decision to abolish indexation of libraries funding, inadequate funding for animal management, inequitable immunisation program funding, administrative burdens relating to levy collection on behalf of the state government, insufficient funding for management of pest animal and plant species, asset, and infrastructure costs, and increases to the Waste Levy.

### Discussion

Councils are the level of government closest to the community and we deliver far more than the adage 'roads, rates and rubbish' suggests. At times, we become the 'provider of last resort', required to deliver critical services that are relied upon by some of our most vulnerable residents but not funded by other levels of government or commercial interests.

This has resulted in councils increasingly assuming responsibility for services and infrastructure previously funded by other levels of government, without the necessary additional financial assistance to do so (cost shifting). This is not sustainable. Left unchecked, cost shifting has a detrimental impact on the health, wellbeing, and liveability of local communities.

As part of developing our Community Plan, we heard from more than 5000 residents about what they love about our city, much of which related directly to the services council provides. Community members' suggestions about what council should advocate for included 'unlocking more Federal and State Government funding to enable council to address community needs'. This shows that, far from just being councils recognising the ever-increasing gap between what councils provide and the share of funding they receive to deliver it, community members themselves understand that the value of what councils provide is not currently equitably supported by other levels of government.



Councils cannot continue to do more with less. As recent research<sup>2</sup> shows, FA grants have decreased from one per cent of Commonwealth taxation revenue in 1996 to 0.5 per cent today. This means that, nationally, councils are delivering 33 per cent of services with only three cents in every dollar of taxation revenue to do it. This is the least of all levels of government in Australia and one of the lowest rates in the world among comparable nations.

Although South Australia does not have formal rate capping, the recent local government reform process and resulting ESCOSA assessment has placed additional scrutiny on councils' abilities to effectively manage their budgets. Alongside a growing demand for services and infrastructure, increasing community expectations, a nationwide lack of housing, challenging economic conditions including a cost-of-living crisis and persistent high inflation, increasing supply chain costs, and ongoing pressure to keep rates low, the sustainability of the local government sector has never been more precarious.

### Examples

We provide the following examples of cost-shifting and other pressures on financial sustainability being experienced by areas within the City of Onkaparinga. This list is not exhaustive and does not represent the full extent of the pressures being felt across our council.

#### *Net decrease in funding for community / neighbourhood centres and libraries*

Community and neighbourhood centres, along with libraries, provide a diverse and constantly evolving range of positive social, health, educational and economic outcomes for individuals, families, and communities, particularly for those with diverse lived experience.

Some of the services and benefits provided by community centres and libraries include:

- providing locations that are physically, culturally, and emotionally safe, welcoming, and accessible to all people
- offering refuge for people suffering economic hardship and social disadvantage, including providing a comfortable and safe space where people can shelter from the cold/heat during extreme weather conditions
- providing access to technology and other resources to foster connectivity and social inclusion, enhance educational outcomes and assist job hunting efforts
- providing free and low-cost programs and meal services, with data from our community centres that provide meals showing consistently high and increasing demand for these services
- supporting community driven food systems and food security/relief initiatives, including cooking programs, social supermarkets, and community gardens
- offering initiatives to assist community members to save money and live sustainably, such as through the City of Onkaparinga's new 'Library of Things' at Woodcroft Library.

Despite the fundamental benefit that community and neighbourhood centres and libraries provide for our communities, the state funding they receive has seen a net decrease in recent times due to

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<sup>2</sup> 'Research for submission to Local Government Productivity Inquiry, Australian Local Government Association' August 2022 and 'A fairer funding deal for Queensland communities, LGAQ Cost Shifting Report'

changes to the Community and Neighbourhood Development Program (CND) and abolition of annual indexation of library funding.

CND funding is critical to the City of Onkaparinga's nine community and neighbourhood centres, contributing approximately 29 per cent to the total cost of these services. A recent reduction in funding from the State Government has resulted in council reviewing the programs and services levels provided in community centres. The outcomes of this review will include a reduction of programs or service levels for our community to meet the funding changes.

Libraries receive annual funding through a Collaboration Agreement between the Libraries Board of South Australia and the LGA. The agreement commenced in 2022 and is in place until 2026.

This agreement removed annual indexation of the funding which impacts the services libraries provide to our community, such as literacy development, digital inclusion programs and social connection opportunities for vulnerable members of our community. Libraries also have public computers available which is important for those who rely on them to access government services online.

The City of Onkaparinga supports the LGA's call for the Government of South Australia to restore public libraries funding to indexation to help properly fund local libraries and prevent potential cuts to services. We also support the LGA's call for an extra \$1 million each year over four years to support priority digital inclusion programs.

#### *Immunisation services*

Like many councils across Australia, the City of Onkaparinga receives no state or federal funding for vaccines on the National Immunisation Program that are administered under our current childhood immunisation service.

As announced in the 'Strengthening Medicare Policy', the federal government has expanded the National Immunisation Program to pharmacies and will provide them with \$19 per administered vaccine. This means eligible people will be able to receive those immunisations at their local pharmacy at no cost. The government states this reform will increase patient access and affordability and reduce pressure on general practice.

We believe that, given local governments are making significant contributions to immunisation rates across the country, they should be recompensed to the same degree as pharmacies.

We are calling on the Australian Government to fund local governments for immunisations at \$19 per administered vaccine, ensuring parity with the payments available to pharmacies under the National Immunisation Program.

#### *Animal management functions*

State funding for dog and cat management is insufficient for the scale of work being undertaken by councils in their animal management role. The burden on councils will increase as regulations around cat management evolve and become more stringent. This is a sector-wide issue.

Adequate state funding for legislated requirements, particularly for the detention and rehoming of dogs and cats, is an urgent priority for local government. Funding provisions in the *Dog and Cat Management Act 1995* (SA) (the Act) that were intended to make funding available to local



government for these functions do not do so in practice. Agreements with other bodies such as the RSPCA are welcome but do not cover the escalating costs of the work councils do in this space.

The City of Onkaparinga has increased dog registration fees annually to attempt to address our costs to administer the Act, however fee increases no longer cover these costs. The situation is exacerbated by onerous contributions (one quarter of revenue raised through fees) that must be made to the Dog and Cat Management Fund under the legislation.

We recently wrote to the Dog and Cat Management Board expressing our concern with the increasing costs associated with the detention and rehoming of dogs and cats, as well as the Board's collection of 24 per cent of registration fee income from metropolitan councils. We highlighted that many councils, including our own, are grappling with escalating costs, providers withdrawing their services, and the challenges posed by the gap between legislative requirements and community expectations.

Current funding arrangements are not sustainable. The City of Onkaparinga is advocating for a maximum 10 per cent contribution to the Dog and Cat Management Fund from registration fees, returning autonomy to manage our responsibilities under the Act. We are also calling for a return of Fund surpluses to councils to be applied to the cost of establishing and maintaining facilities used for the detention of dogs and cats. We also wish to see the Board's obligation to consult with councils about their budget retained.

Council has participated in processes and reviews relating to the Act, advocated with our state government counterparts, and sought advice from the Board on a variety of matters related their expenditure and the Fund. While we are yet to see progress, we remain committed to advocating for meaningful change to address these issues.

#### *Green Adelaide/Hills & Fleurieu Landscape Board levies*

The City of Onkaparinga enjoys positive working relationships with our two state landscape boards – Green Adelaide and the Hills & Fleurieu Landscape Board (HFLB). However, the existence of two boards within our region creates a significant administrative burden.

Councils in South Australia are currently required to collect the South Australia Government's Regional Landscape levy (the levy), placing an administrative burden on all councils.

Landscape boards determine the amount of levy to be collected from councils, and individual councils then calculate this based on property valuations in that region. Such approach results in different rate in the dollar amounts being charged across landscape regions. As the only metropolitan council that collects the levy on behalf of two boards, the difficulties and burden associated with calculating and charging the levy are compounded for the City of Onkaparinga.

The *Landscape South Australia Act 2019* is intended to provide for councils to claim certain costs relating to levy collection, however our experience has been that these provisions do not result in full reimbursement of council's costs.

The current formula for reimbursement does not account for increases in postal charges and does not cover administrative and transactional costs such as modelling the levy amount to determine the rate in the dollar, administration costs to generate rates, public notices and the cost of debt collection and recovering outstanding amounts, including levy arrears. It also does not take into

account that over 80 per cent of ratepayers now choose to pay their rates quarterly, resulting in significantly higher transactional costs for council.

It is our view that the levy should be collected by a state government agency (Revenue SA in our state) to reduce the administrative burden on South Australian councils. We have advocated our position to the state government via submission to reviews of the legislation and through our advocacy efforts.

#### *Management of pest animal and plant species*

Although the City of Onkaparinga receives annual funding under a partnership with HFLB for our rural roadside woody weed control program, it is insufficient for the scale of these works and is significantly less than the contribution provided by council each year. We have regularly advocated for increased state government contributions in this space. A lack of additional funding for such works continues to result in pressure on council to act outside our usual role.

Councils are increasingly undertaking pest control activities outside their remit because they are not being funded or fulfilled adequately at the state level. This is unsustainable in the long term and such works will need to be discontinued by councils without an increase in specific funding allocations or grants for such work (such as the federal grants the City of Onkaparinga received for bushfire preparedness and creek recovery projects).

#### *Climate change*

The growing impacts of climate change are impacting councils' ability to deliver projects and services in a financially sustainable way. Of note, while climate change is, and will continue to, impact our services, operations and assets, local government efforts to mitigate climate risk will result in reduced impact and cost in the long run, providing widespread benefits.

At a national level, the [Australian Treasury Intergenerational Report 2023](#) found that sustained action across adaptation and emissions reduction will be required to maintain productivity and fiscal sustainability, and that effective investments in resilience will reduce costs to the economy in the long run at the same time as achieving better social and environmental outcomes. National and State responses currently include undertaking Climate Risk Assessments and Risk Mitigation Planning.

While we're undertaking a plethora of actions to manage the governance, physical and transitional risks associated with climate change, the impost to effectively respond to these risks will only increase. Like all local governments, without sufficient support, our ongoing financial sustainability will be challenged by the impact of climate change on both our operations, and our communities.

#### *Assets and infrastructure costs*

The Grattan Institute's report '[Potholes and pitfalls: How to fix local roads](#)' paints a damning picture of our state's local roads. The report describes them as being 'in a state of dangerous disrepair' and calls for an additional \$1 billion in funding each year to address the issue.

As noted in the report, current federal funding to councils is not keeping pace with increases in road construction and maintenance costs, and councils do not have the means to raise the money necessary to maintain roads. Greater state and federal funding and coordination is required to reverse this escalating problem.



Additionally, while state and federal grants for new infrastructure are welcome and appreciated, they do not allow for the long-term costs of maintaining them. Councils assume responsibility for doing so, which places an additional burden on already strained budgets. Councils are increasingly adopting a 'renewal' over 'new' approach to infrastructure to ensure the sustainability of stretched budgets.

As a council with a growing population and increased expectations for new infrastructure to support such growth, we believe grant funding for projects should recognise the 'whole of life' cost of assets by including provisions for ongoing maintenance and depreciation expenses. These are additional costs councils incur when new assets are built. As an example, the City of Onkaparinga has received funding for new infrastructure (toilets) that is outside of council's service levels and was not on council's forward plan. Funding of \$250,000 was received for the capital cost, however additional operating costs of \$13,453 will be incurred annually (not accounting for inflation) for maintenance and depreciation. This is unfunded. The impact of such unfunded additional costs is compounded across multiple grants, putting pressure on existing services and rates.

#### *Waste Levy Increases*

The Environment Protection Authority (SA) website states that 'the waste levy aims to incentivise resource recovery by increasing the costs of waste disposal, making resource recovery more financially viable by comparison'.

From 1 July 2023, the solid waste levy for councils in Metropolitan Adelaide was increased to \$156 per tonne (solid waste) and \$42.40 per kilolitre (liquid waste). Solid waste levies have increased from \$149 per tonne in 2022-23 and \$146 per tonne in 2021-22.

The solid waste levy is paid on each tonne of waste that councils collect and deliver to landfill on behalf of rate payers, charged to us at the disposal location. In 2022-23, the City of Onkaparinga paid approximately \$5.7 million in waste levy charges, which is funded from rates and included in our annual budget.

Funding for Green Industries SA's programs comes from the solid waste levy, collected under the Fees and Levies regulations of the *Environment Protection Act 1993*. The Environment Protection Authority collects the levy, of which 50 per cent is paid into the Green Industry Fund as set out in the *Green Industries SA Act 2004*. The balance of the levy is used to fund other government programs, of which limited information is available.

Over the past five years, council has spent approximately \$1.5 million on illegal dumping, with costs of clean-up funded through council rates. Council also funds additional hard waste collections to assist in the reduction of potential illegal dumping.

Increasing government investment in mandatory product stewardship programs would increase diversion and ensure costs of disposal are not placed on councils through kerbside collection and illegal dumping.

#### *Rate exemptions*

The City of Onkaparinga supports the Local Government Association (LGA) of South Australia's call for a review of outdated provisions under the *Local Government Act 1999* (SA) relating to mandatory rate rebates.

South Australia's system of mandatory rebates and rate exemptions are more extensive than most other Australian jurisdictions. Under existing state legislation, councils are unable to fairly rate certain organisations, even if they are extremely profitable.

Figures released by the LGA indicate that the value of mandatory rebates annually has increased from \$15 million between 2009-10 to \$32 million in 2019-20.

Given that the cost of rebates is spread across the rest of the ratepayer base, mandatory rebates, and exemptions place cost pressures on other ratepayers. These include homeowners and small businesses, many of whom are suffering under the current cost-of-living crisis.

We support the LGA's call for a review of mandatory rebates and council rate exemptions by the Government of South Australia, in close consultation with local government, to provide councils with greater autonomy to determine how council rates should be distributed in our communities.

#### **What works well**

The City of Onkaparinga values our relationships with our state and federal counterparts and acknowledges the benefits of existing approaches and programs that are working well. Some Commonwealth examples include Local Roads and Community Infrastructure funding streams, Investing in Our Communities Program and the Urban Rivers and Catchment Program. These initiatives show the benefits and efficiency of delivery afforded by a direct relationship between local and other levels of government. We suggest that a Commonwealth increase in FA grant funds could be implemented swiftly (via State Government) using existing models that have been shown to be working well.

Thank you again for the opportunity to contribute to this important inquiry.

Yours sincerely



Moira Were AM  
Mayor





27 February 2026  
Our ref: 7938015/KS

Hon Emily Bourke MP  
Minister for Infrastructure and Transport  
Minister for Autism  
[Minister.Bourke@sa.gov.au](mailto:Minister.Bourke@sa.gov.au)

Dear Minister Bourke

Thank you for the opportunity to meet with us on Wednesday, 28 January 2026. We appreciated the chance to discuss how the City of Onkaparinga can continue to work collaboratively with the South Australian Government to deliver positive outcomes for our community. This includes ensuring safe and reliable road networks, improving integrated public and active transport, and investing in infrastructure that supports liveability and economic growth.

We also value the shared commitment to embedding inclusivity and accessibility into the way we plan and deliver projects. As a follow up, please find further details on these matters summarised below.

#### **Aldinga and Sellicks Railway extension**

Council supports the South Australian government's commitment to funding planning studies for the future railway line extension to Aldinga, along with exploring ways to decarbonise its rail fleet. We seek state government confirmation of the timing, and opportunity for council involvement in this planning study.

We are aware that the Department for Infrastructure and Transport (DIT) have been considering this potential rail extension through a 'Public Transport options for Southern Growth Areas' study, noting that council staff have provided DIT's project team with a variety of technical documentation in April 2025 to support this project including traffic data, stormwater and catchment studies and geotechnical reports.

Since providing this information we are yet to have heard any further updates about this study and would appreciate any information that can be shared to assist with our own planning.

#### **Transport studies**

Other recent transport studies that are highly relevant for the City of Onkaparinga include:

- Main South Road - Southern Expressway to Robinson Road Planning Study
- Fleurieu Peninsula and Kangaroo Island Transport Study
- Beach Road / Dyson Road Duplication Planning Study

We hope that these studies are now being used to inform the required transport infrastructure planning and investment to realise the future housing targets adopted by the South Australian Government in the Greater Adelaide Regional Plan (GARP), which has set a target of:

- **670-910 new houses** to be constructed every year within the City of Onkaparinga between now and 2051, noting that a large proportion of this new housing will be provided south of the Onkaparinga River.
- **700-950 new houses** to be constructed every year within the Fleurieu Peninsula in the Alexandrina, Victor Harbor and Yankalilla LGAs.

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CITY OF ONKAPARINGA

PO Box 1, Noarlunga Centre SA 5168 | (08) 8384 0666 | [onkaparingacity.com](http://onkaparingacity.com)

ABN 97 047 258 128

We note that the three above studies were not included in DIT's [Forward Work Plan – Major Programs 2025-28](#), yet council has not been made aware of the outcomes of any of these projects. The outcomes of these studies would significantly support City of Onkaparinga planning for the substantial level of growth required to help address the housing affordability crisis.

#### **Traffic issues south of the Southern Expressway**

As the key entrance to the South, used by tens of thousands of commuters every day, it is vital that there is appropriate infrastructure for seamless traffic flows from the Southern Expressway to Main South and Victor Harbor roads. The current bottleneck at the Onkaparinga River bridges, where motorists get on and off the Southern Expressway, impacts travel time and even minor crashes at this location can result in a complete gridlock of the road network lasting hours.

Completion of DIT's *Main South Road - Southern Expressway to Robinson Road Planning Study* mentioned above is a critical project for people who regularly travel through this area, as it commences the infrastructure planning and investment process to deliver the upgrades that are necessary to address this problem.

Whilst we appreciate that major funding for an ultimate upgrade is not a current priority given the state's focus on delivering the Torrens to Darlington upgrade, there are potential interim opportunities to improve the operational capacity of the existing road network, reducing the number of mass disruption events, as well as minimising their impact. These interim solutions could potentially be delivered at a fraction of the cost of the ultimate infrastructure upgrades and improve productivity in at least the short to medium term.

Council would appreciate the opportunity to discuss these potential interim treatments with DIT, including how this could be integrated with the [new AI-based safety cameras](#) that were installed at Old Noarlunga in 2025.

Ultimately, the eventual upgrade of this section of road is vital to realise the full potential of the upgrades on Victor Harbor Road and Main South Road and we offer our support to assist with the planning and design process.

#### **Saltfleet Street bridge**

As an issue often related to the problems affecting Main South Road, we also highlight our concern regarding the traffic capacity of the Saltfleet Street Bridge in Port Noarlunga and its surrounding road network.

Murray Road, Saltfleet Street and Commercial Road often become heavily congested with traffic as motorists travelling between the southern suburbs and Metropolitan Adelaide use this as their primary route or as an alternative route when there is a crash on Main South Road between the Southern Expressway and Seaford Road. In addition to this, the Saltfleet Street bridge has had to be closed on occasions due to high tide and storm events which have caused significant water to cover the carriageway.

Last year we wrote to the previous Minister for Infrastructure and Transport, the Hon Tom Koutsantonis, to address the issue of traffic congestion affecting this route. The response we received referred to the *Fleurieu Peninsula and Kangaroo Island Transport Study* and *Main South Road - Southern Expressway to Robinson Road Planning Study*, indicating the critical importance of these studies and the opportunity for DIT to collaborate more closely with council to optimise potential solutions.

We look forward to the announcement of any future potential solutions, as the network's current lack of resilience to accommodate regular episodes of disruption are likely to only get worse as the population grows south of the Onkaparinga River.



## Bus Stop infrastructure

In late-2024 DIT published South Australia's Active Travel Design Guide and in March 2025 the State Government released South Australia's Transport Strategy which describes a vision for a transport system that is safe, connected, accessible and improves community wellbeing. The Strategy contains actions and outcomes to improve public transport safety, reliability and customer experience, prioritising cleanliness, comfort and access across the network. The document also notes that 24% wish to use public transport more, buses are the most used form of public transport, making up 77% of boardings and that many commuters find it more convenient to take buses, which offer a wider range of routes into the heart of the CBD. However, uptake can still be limited by the frequency and availability of bus services in some areas, as well as security and safety concerns.

We believe that providing adequate shelter at stops is a key action to deliver the outcomes noted in the Transport Strategy.

In previous years we have had different cost sharing agreements with the State Government for installation of bus shelters. They include:

- A cost sharing agreement which ceased in 2003 with the Public Transport Board.
- An MoU in place between 2010 and 2014 for annual funding of the installation of bus shelters, where the State Government funded the installation of the shelter and Council funded the bus pad.

When the funding schemes ceased, council sought legal advice to confirm the responsibility for bus shelter installation, which noted that as the body specifically assigned with the responsibility for creating and maintaining a passenger transport service, the Minister is the body responsible for installing bus shelters in conjunction with the installation of bus stops and any other infrastructure provided as part of the passenger transport service.

Since then, we have continued to advocate on all levels to DIT for reinstatement of this funding scheme. In 2025, Council approved a Notice of Motion specific to River Road, Port Noarlunga prompting another letter to the Minister on this issue.

We recently received a draft funding agreement from DIT for \$150,000 to be spent this financial year on new bus shelters within the City of Onkaparinga. The agreement is structured in a way that the program is funded by DIT, but works are managed by council.

This is a fantastic outcome and we would welcome the opportunity to discuss a longer-term funding approach.

## Seaford Road

The City of Onkaparinga is seeking to transfer the care and control of Seaford Road, Seaford to the state government. As population densifies around this growing region, traffic volumes on this road are now exceeding 20,000 vehicles per day, which is an indicator that this road is more appropriate to be controlled by the state government as per the *Road Classification Guidelines in South Australia*.

For comparison, Seaford Road has higher traffic volumes than other similar DIT-managed roads including Griffiths Drive, Seaford (16,700 vehicles per day); Beach Road west of the Southern Expressway (18,100 vehicles per day); Seacombe Road south, Seaview Downs (16,800 vehicles per day).

Council staff had the opportunity to discuss this request with DIT staff in August 2024, where it was agreed to pause any negotiations to await the progression of DIT's *Main South Road - Southern Expressway to Robinson Road Planning Study*.

This again demonstrates the opportunity for better collaboration between DIT and Council to seek feasible and coordinated solutions to the issues affecting our region's transport network.

### **Main Road Coromandel Valley**

We are seeking commitment from the South Australian government to improve the safety of this busy road, including provision of roadside barriers, road widening, pathways and safe crossings.

Completed and future work by the South Australian government through the Adelaide Hills Productivity and Road Safety Package along with other commitments is acknowledged and appreciated, however further infrastructure solutions are required to improve the safety of the Main Road through Coromandel Valley.

The City of Onkaparinga and DIT have met previously to discuss increasing traffic issues and potential solutions with regard to Main Road. This site remains a high priority for pedestrian safety.

### **Main South Road at O'Halloran Hill shops – safety upgrade**

We have been having ongoing discussions with DIT about road safety on Main South Road at O'Halloran Hill. This is a complex issue, where traffic that is entering and exiting the shops and residential area via a low-speed service road can conflict with high-speed traffic travelling along Main South Road, which has three lanes in each direction and an 80km/h speed limit.

Whilst there are no immediate obvious solutions, we propose that the South Australian government commit towards undertaking a planning study to investigate potential solutions. This could include:

- Initial video data gathering at each intersection along Main South Road utilising AI-based analytics to quantify traffic demands and identify potentially high-risk vehicle manoeuvres and near-hit incidents.
- Detailed analysis of crash risk and severity at each intersection through identification of manoeuvres that are currently permitted (e.g. right turns in, left turns out etc.) and vehicle collision angles, which is a significant factor affecting trauma outcomes in the event of a collision.
- Concept design of potential intersection upgrades to reduce the potential for crashes – this could include improved geometry, or banning of some movements where convenient, alternative opportunities are available.
- Development of the designs through community engagement to identify an optimal solution, for consideration in future budget allocations.

### **Conclusion**

The City of Onkaparinga has a great record of working collaboratively with DIT, evidenced through recent and ongoing projects such as the 21 Intersections Road Safety project in McLaren Vale and the Fleurieu Connections project, which had significant challenges that we successfully worked together to resolve.

We are committed to continue and strengthen this relationship to achieve our shared priorities in areas such as safe and reliable road networks, integrated public and active transport, and infrastructure that supports liveability and economic growth.

Additionally, we also see strong opportunities to embed inclusivity and accessibility into the way we plan and deliver projects, ensuring our communities are welcoming and supportive for people of all abilities.

To continue this discussion, we would appreciate the opportunity for relevant staff from DIT and council to meet to discuss pressures and planning/infrastructure considerations for the City of Onkaparinga's transport system.

Yours sincerely

A handwritten signature in blue ink that reads "Moira Were".

Moira Were AM  
**Mayor**

Encl. Attachments x 2 - previous correspondence dated 6 May and 1 August 2025



The Hon Tom Koutsantonis MP

25MIT19444



**Government  
of South Australia**

**Minister for Infrastructure  
and Transport**

**Minister for Energy and  
Mining**

Level 14, 83 Pirie Street  
Adelaide SA 5000

GPO Box 1533  
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Tel 08 7133 1100

[minister.koutsantonis@sa.gov.au](mailto:minister.koutsantonis@sa.gov.au)

Mayor Moria Were AM  
City of Onkaparinga  
[Moria.Were@onkaparinga.sa.gov.au](mailto:Moria.Were@onkaparinga.sa.gov.au)

Dear Mayor Were

Thank you for your letter dated 6 May 2025 about traffic congestion on Saltfleet Street, Port Noarlunga.

The Department for Infrastructure and Transport (the Department) advises that Saltfleet Street currently carries approximately 22,800 vehicles per day (including 2.5 per cent commercial vehicles).

Traffic growth is forecast at 0.03 per cent, which means that the current number of lanes on the road and bridge can accommodate this expected traffic volume growth.

Strengthening of the Saltfleet Street bridge was completed in 2014, removing the previous 25-tonne load limit. The bridge has the capacity to carry B-Doubles up to 83.5 tonnes. The bridge was inspected in 2024 and found to be in good condition.

Traffic delays and increased shorter term congestion caused by traffic, weather or other incidents on other roads are less straightforward to plan for, as they are dependent on the location, nature and duration of the incident. They are also influenced by state and local emergency management arrangements activated for the incident. Improving transport network resilience is increasingly a feature of the Department's transport planning.

The Department is undertaking a Fleurieu Peninsula and Kangaroo Island Transport Study, which will investigate the key issues and opportunities to improve transport in the region, which includes consideration of network resilience across the Onkaparinga River. A more targeted planning study is also being undertaken to identify potential prioritised interventions to reduce congestion and improve safety on Main South Road, between the Southern Expressway and Robinson Road.

The Fleurieu Peninsula and Kangaroo Island Transport Study will provide high level recommendations to manage current and future transport demands across the region and its outcomes will inform future funding processes.

Further information about the study is available on the Department's website: [www.dit.sa.gov.au/infrastructure/road\\_projects/fleurieu-peninsula-and-kangaroo-island-transport-study](http://www.dit.sa.gov.au/infrastructure/road_projects/fleurieu-peninsula-and-kangaroo-island-transport-study).

Yours sincerely

  
Hon Tom Koutsantonis MP  
Minister for Infrastructure and Transport

1 / 8 / 2025

6 May 2025  
Our ref: 6671155/KS



The Hon Tom Koutsantonis MP  
Minister for Infrastructure and Transport  
South Australian Parliament  
[Minister.Koutsantonis@sa.gov.au](mailto:Minister.Koutsantonis@sa.gov.au)

Dear Minister Koutsantonis

**Saltfleet Street, Port Noarlunga - traffic congestion**

We are writing to address the issue of traffic congestion on the Department for Infrastructure and Transport (DIT) arterial road network at Saltfleet Street, Port Noarlunga.

The coastal road network, spanning from Dyson Road to Commercial Road and passing through Port Noarlunga township, experiences significant congestion. Key areas affected include the Saltfleet Street bridge and the two roundabouts on Gray Street.

Congestion levels are particularly severe during peak times when incidents on the Southern Expressway or Main South Road result in southbound traffic diverting to this coastal route, leading to extensive delays.

We have previously noted congestion concerns and advocated for improvement on this network via discussions with DIT on the Main South Road: Southern Expressway to Robinson Road Planning Study, Beach Road Duplication Planning Study and the Fleurieu Peninsula and Kangaroo Island Transport Study.

At the Council meeting held on 15 April 2025, Council resolved to formally request DIT to provide responses to the following questions:

1. What is the Saltfleet bridge's current level of service and how does this correspond to current expected traffic volume?
2. What is the bridge's design capacity and does the current anticipated average daily traffic exceed this capacity?
3. What is the bridge's current traffic flow efficiency?
4. Have studies been completed that acknowledge the excessive impact to residents during extreme congestion?
5. Has a traffic impact analysis been conducted to assess the Bridge's ability to handle projected traffic growth expected in the next 18- 36 months?

We would appreciate DIT's detailed responses to these questions to help address the ongoing traffic concerns in this area.

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CITY OF ONKAPARINGA

PO Box 1, Noarlunga Centre SA 5168 | (08) 8384 0666 | [onkapingacity.com](http://onkapingacity.com)

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For further information please have your office contact Morgan Ellingham, Manager Assets and Technical Services on 8384 0666 or [mail@onkaparinga.sa.gov.au](mailto:mail@onkaparinga.sa.gov.au)

Yours sincerely



Moira Were AM  
Mayor

Copy to Elected Members



## 7. Presentations

Nil.

## 8. Deputations

### 8.1 DEPUTATION PAUL WILLIAMSON, WILLUNGA RECREATION PARK INC AND PETER GUERIN, MCLAREN VALE BOWLING CLUB RE COMMUNITY OWNED RECREATION FACILITIES



#### Request for Deputation

*Deputation requests must be received by 5pm on the day prior to the meeting at which the deputation wishes to appear.*

*Please note where there are multiple requests for a deputation on the same matter, the relevant parties may be requested to share the allocated eight minute timeslot.*

*If a deputation is approved this form will be published in the relevant Council or Committee agenda with any personal contact details redacted.*

**I hereby request to be heard at the Council meeting on 17 March 2026**

**Name:** *Paul Williamson (and Peter Guerin – sharing the 8 minutes)*

I will be speaking on my own behalf: **Yes** ☐ **No** ☒

**OR**

I will be speaking as the spokesperson of: *Willunga Recreation Park Inc*  
*Peter Guerin will speak on behalf of McLaren Vale Bowling Club, of which he is secretary*  
Group Website and/or Facebook address: *willungarecpark.com.au*

Estimated number of group members: *Insert how many members in the group here*

Does the group have a Council appointed Liaison: *Jordan Pritchard and Marisa Bell*

Person authorising your representation of group: *self – President, Willunga Recreation Park Inc*

Phone and Email of person authorising your representation: *as above*

#### Questions

I am willing to answer questions from Elected Members after my deputation: **Yes** ☒ **No** ☐

If yes, please ensure you keep your responses succinct and relevant to your deputation.

**The topic or issue I wish to speak about is:** *(please give sufficient details of the matter to enable consideration of your request for a deputation)*

*The important role played by community owned recreation facilities and the relative lack of support provided by Onkaparinga Council*

**The relevance to Council in relation to the subject matter is:**

*The Council will be debating a report to Council on this matter. The report was instigated after a community petition*

**What expectations do you have of Council as a result of this deputation?**

*Elected members and council representatives will be aware of the extraordinary work done by volunteers at community owned recreation facilities and also of the stresses and strains that arise because of the lack of solid support by the council. We hope that Council becomes aware that both Council owned and Community owned facilities all belong equally to the people of Onkaparinga and that the separation is an artificial construct.*

**What benefit will be delivered to the general community as a result of this deputation?**

*There is an opportunity for a mutually beneficial partnership which enhances the best characteristics of community owned recreation facilities through a genuine interest by council in their function and development.*

ECM DSID # 3654037 Updated 7/2/24

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9. Presentation by Committee chairpersons and reports to Council by Council Committees

9.1 CHIEF EXECUTIVE OFFICER PERFORMANCE MANAGEMENT COMMITTEE MEETING MINUTES OF 2 MARCH 2026

<b>Report contact</b>	<b>Meeting</b>
Sue Hammond, Council and Committee Meeting Coordinator	Council
<b>Manager</b>	
Jade Bird, Manager Governance (Acting)	
<b>Director</b>	<b>Date</b>
Sharon Mason, Chief Executive Officer	17 March 2026

1. Purpose

A meeting of the CEO Performance Management Committee was held on 2 March 2026. The agenda for this meeting is available on the website [here](#). Item 6.1 is a confidential item and will be considered at item 15.2 of this agenda. This report is for noting only.

2. Recommendations

That Council note the minutes of the Chief Executive Officer Performance Management Committee meeting held on 2 March 2026 as per Attachment 1 to the agenda report.

3. Attachments

Attachment 1 – Minutes of the CEO Performance Management Committee meeting of 2 March 2026 (3 pages)

- END OF REPORT -



## MINUTES

### CHIEF EXECUTIVE OFFICER PERFORMANCE MANAGEMENT COMMITTEE MEETING 2 MARCH 2026

VENUE:	Council Chamber Civic Centre, Ramsay Place, Noarlunga Centre
MEETING COMMENCED:	5pm
PRESENT:	Mayor Were (Chair) Cr Davis Cr Eaton Cr Fisher Cr Greaves (5.08pm) Cr Jew Cr Pritchard Cr Stafford (5.01pm) Cr Themeliotis Cr Yeomans
APOLOGIES:	Cr Platten Cr Wilkes
LEAVE OF ABSENCE:	Cr Bell
ABSENT:	-

## 1. Opening of meeting

Mayor Were officially declared the meeting open at 5pm.

## 2. Confirmation of minutes

*MOVED Cr Eaton.*

*That the minutes of the proceedings of the Chief Executive Officer Performance Management Committee meetings held on:*

- 2 December 2025
- 3 December 2025

*be received and confirmed as an accurate record of those proceedings.*

*Seconded by Cr Fisher.*

**CARRIED**

Cr Stafford entered the meeting at 5.01pm.

## 3. Adjourned business

Nil.

## 4. Reports of officers

Nil.

## 5. Urgent business

Nil.

## 6. Confidential items

### 6.1 CHIEF EXECUTIVE OFFICER KEY PERFORMANCE INDICATORS

#### 1. Exclusion of the public

*MOVED Cr Eaton.*

*That:*

- under the provisions of Section 90(2) of the Local Government Act 1999 an order be made that the public, with the exception of staff on duty and the independent advisor, be excluded from attendance at the meeting in order to consider this item in confidence.*
- the CEO Performance Management Committee (the Committee) is satisfied that it is necessary that the public, with the exception of staff on duty and the independent advisor, be excluded to enable the Committee to consider the report at the meeting on the following grounds:*

*Section 90(3)(a) information the disclosure of which would involve the unreasonable disclosure of information concerning the personal affairs of any person (living or dead).*

*In this instance being matters related to the terms and conditions of the employment contract for the Chief Executive Officer.*

*and*

*The Chief Executive Officer Performance Management Committee is satisfied that it is reasonably foreseeable that the public disclosure or discussion of information concerning the contract of employment of a person at the meeting would be inconsistent with accepted principles of professional human resource management and that the commercial nature of the information that is presented in this report is not for broader public consumption.*

- c. accordingly, on this basis the principle that meetings of the Committee should be conducted in a place open to the public has been outweighed by the need to keep the information or discussion confidential.*

*Seconded by Cr Themeliotis.*

CARRIED

2. Confidential resolution

3. Period of confidentiality and delegations

MOVED Cr Eaton.

- a. That the matter of Chief Executive Officer Key Performance Indicators having been considered by the Committee in confidence under sections 90(2) and 90(3)(a) of the Local Government Act 1999 that an order be made under the provisions of sections 91(7) and (9) of the Local Government Act 1999 that the agenda report, related attachments, discussion and minutes of the Committee relating to the subject matter be kept confidential until the KPIs are approved by the Committee, with the exception that this information may be released to Director Corporate, Manager People and Culture and Independent Advisor.*
- b. That, pursuant to section 91(9)(a) of the Local Government Act 1999, the Committee delegates the duty to conduct an annual review of the confidentiality order to the Chief Executive Officer, or their sub delegate.*
- c. That, pursuant to section 91(9)(c) of the Local Government Act 1999, the Committee delegates the power to revoke the confidentiality order to the Chief Executive Officer, or their sub delegate.*

*Seconded by Cr Themeliotis.*

CARRIED

Mayor Were reopened the meeting to the public at 5.46pm.

## 7. Closure

Mayor Were officially declared the meeting closed at 5.46pm.

*Certified Correct .....Chair*

*/ /2026*



## 9.2 SOUTHERN REGION WASTE RESOURCE AUTHORITY – CONSTITUENT COUNCIL INFORMATION REPORT – BOARD MEETING 23 FEBRUARY 2026

### Report contact

Matt Buckell, Director Operations (Acting)

### Director

Matt Buckell, Director Operations (Acting)

### Meeting

Council

### Date

17 March 2026

### 1. Purpose

The purpose of this report is to provide Council with the Constituent Council Information Report - Public from the Southern Region Waste Resource Authority (SRWRA) for the Board Meeting held 23 February 2026.

### 2. Recommendations

**That Council notes the Southern Region Waste Resource Authority Constituent Council Information Reports – Public (Attachment 1 to the agenda report).**

### 3. Executive summary

The Southern Region Waste Resource Authority (SRWRA) is a regional subsidiary under the Local Government Act 1999 (SA) and is co-managed by its constituent councils, namely the City of Onkaparinga, the City of Marion and the City of Holdfast Bay.

In accordance with the SRWRA Charter there shall be at least six ordinary meetings of the Board held in each financial year. Prior to the conclusion of each meeting of the Board, the Board will identify which agenda items considered by the Board at that meeting will be the subject of an information report to the Constituent Councils.

In accordance with the above, identified agenda items from the Board Meetings held on 23 February 2026 are attached for information (attachment 1).

### 4. Background

Policy and/or relevant legislation

*Southern Region Waste Resource Authority Regional Subsidiary Charter - 2024*

### 5. Discussion

N/A this report is for information.

### 6. Financial implications

There are no financial considerations as a result of this information report.

### 7. Risk and opportunity management

There are no risks identified for noting this information report.

8. [Timelines and deadlines](#)

There are no timelines or deadlines for this information report.

9. [Next steps](#)

Next scheduled SRWRA meeting will be held 27 April 2026.

10. [Attachments](#)

Attachment 1    Public – Constituent Council Information Report 23 February 2026 (3 pages)

– END OF REPORT –





## Constituent Council Information Report – Public

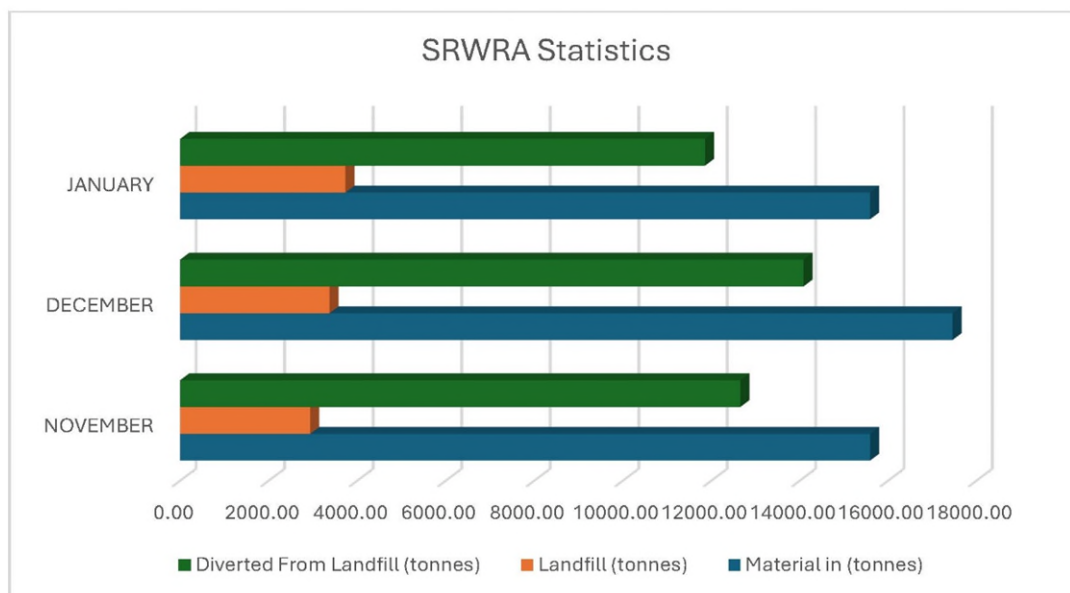
**Board Meeting:** 23 February 2026

**Report By:** Chief Executive Officer

*In accordance with Section 4.5.11 of the Southern Region Waste Resource Authority Regional Subsidiary Charter - 2024, the SRWRA Board identified the following Agenda Items to be the subject of a Public Information Report to the Constituent Councils (Cities of Onkaparinga, Marion and Holdfast Bay).*

SRWRA STATISTICS			
Month	Total Tonnes Received	Tonnes to Landfill	Diversion Rate (%)
NOVEMBER	15594.27	2937.62	81.16
DECEMBER	17460.91	3374.71	80.67
JANUARY	15592.13	3734.02	76.05

Tonnage data reflects all incoming waste material to SRWRA, including landfill volumes. A decrease in tonnage being received due to seasonal differences, reduced contract volumes and Cleanaway. There has been an increase in diversion rates compared to those reported on 24 November 2025.



## Constituent Council Information Report – Public

For the month of January 2026, LMS Energy captured 991,753 cubic metres of landfill biogas at the Seaford Heights facility. The methane abated at the renewable energy facility generated 1,275,417 kWh of electricity — enough to power approximately 3,544 homes. This is equivalent to abating 7,582 tonnes of CO<sub>2</sub>-e emissions.

In the 2025/2026 financial year to date, the Seaford Heights facility has captured a total of 6,402,150 cubic metres of methane — equivalent to the volume of 2,561 Olympic-sized swimming pools — and abated 51,694 tonnes of CO<sub>2</sub>-e, comparable to removing 20,761 cars from the road.

### FIRE & INCIDENT REPORTING

	Incidents SRWRA	Incidents Other (JV)	Total
Year 2025	35	14	49
Year 2026 YTD	6	2	8

WHS incidents reported in 2025 were significantly lower than those reported in 2024 where a total of 75 incidents were recorded.

2026 (YTD)	Fires	Hot Spots
Landfill	0	0

Emergency Preparedness (including landfill fire incidents) remains an area of focus and will continue to be monitored on an ongoing basis as a separate sub-set of the incident data in the monthly WHS Performance Reports.

Report Name	Report Summary
<b>Budget Review 2 – FY26</b>	SRWRA undertakes quarterly budget reviews in line with legislation, with budget review 2 (quarter ending December 2025). General expenses have increased due mainly to incurring additional labour hire however this is offset by employee expenses that is \$89k below budget.
<b>FY27 Financial Timetable, Budget Parameters &amp; Assumptions</b>	The Financial reporting timetable, budget parameters and assumptions outline key financial planning activities for finalising FY26 and formulating the FY27 Business Plan and Budget. The Board was provided an opportunity to review the draft budgeting parameters and assumption.
<b>Risk Management Report</b>	SRWRA provides quarterly risk management reporting to the Audit & Risk Committee and Board, this includes regular reviews of the SRWRA risk register and identification of new and emerging risks.



## Constituent Council Information Report – Public

	Batteries continue to be a significant threat to both the landfill and resource recovery facilities. SRWRA is actively seeking technology to improve out of hours monitoring of the landfill for areas of heat and potential ignition.
<b>Annual Business Plan FY26 – Progress update</b>	SRWRA Management reviews its progress against the annual business plan monthly. A progress update was provided to the Board outlining key achievements, ongoing actions and areas requiring further focus.
<b>Internal Audit</b>	SRWRA has appointed an internal auditor to enhance oversight in risk management, compliance, and operational efficiency. This internal audit function will strengthen accountability and transparency through assessments of financial and operational processes while identifying opportunities for process improvement. The first audit will involve EPA compliance and is currently underway.
<b>Hazardous Waste Facility Consideration</b>	After a site assessment by Green Industries SA (GISA) the SRWRA site is being considered by Green Industries SA (GISA) for a southern hazardous waste drop off facility. Once a formal proposal is received, the Board will meet in due course to discuss the opportunity.
<b>Site Works</b>	<p>The Cell10A lining project has commenced with the first site meeting. This work will see cell 10A constructed and ready to receive waste by the end of the financial year.</p> <p>On site crushing of reclaimed bitumen and concrete is also underway. The bitumen will be reused in road construction, whilst the concrete will be used for internal road construction.</p>

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## 10. Reports of officers

### 10.1 DRAFT INCLUSIVE COMMUNITIES ACTION PLAN 2026-30

**Report contact**

Andrew Brown, Inclusive Communities Project Officer

**Meeting**

Council

**Manager**

Paul Wright, Manager Community Capacity

**Director**

Jani Baker, Director Community

**Date**

17 March 2026

#### 1. Purpose

This report seeks Council approval of the draft Inclusive Communities Action Plan 2026–30 for community engagement.

#### 2. Recommendations

**That Council:**

1. Approve the draft Inclusive Communities Action Plan 2026–30 for community consultation (Attachment 1 to the agenda report).
2. Note the outcomes delivered through the Inclusive Communities Action Plan 2021–24.

#### 3. Executive summary

The Disability Inclusion Act 2018 (SA) requires all South Australian councils, known as State Authorities, to have a Disability Access and Inclusion Plan (DAIP).

The Inclusive Communities Action Plan 2026–30 (Attachment 1) is our DAIP and guides how council responds to access and inclusion requirements of our community.

The draft Inclusive Communities Action Plan 2026-30 (Plan) demonstrates our ongoing commitment to building a fair, respectful and inclusive community where everyone can take part in all aspects of community life.

In line with the Act and the outcomes framework of the [State Disability Inclusion Plan 2025-29](#) (State Plan) we have developed the draft Plan with direct input from people with lived experience of disability, carers and service providers. The draft plan is also aligned with the domains, priority areas and outcomes of the State Plan.

We will undertake community consultation on the draft Plan between March and April 2026. Feedback will be sought employing several methods we have not used before to support people with nonverbal communication, low literacy, vision impairment, deafness, hearing loss, neurodevelopmental disability (Neurodivergence) and other disability types to engage on the draft Plan.

Information about access and inclusion, the State Disability and Inclusion Plan 2025-29, our Inclusive Communities Action Plan 2021-24 outcomes and information out the draft Plan were presented at an Elected Member Workshop on 10 February 2026 (Attachment 2).

The Inclusive Communities Action Plan 2021-24 outcomes summary (Attachment 3) highlights that we successfully delivered all 22 actions and provides a snapshot of what was achieved.

#### 4. Background

Policy and/or relevant legislation	<p><a href="#"><i>Disability Inclusion Act 2018 (SA)</i></a></p> <p><a href="#"><i>Disability Inclusion (Review Recommendations) Amendment Act 2024</i></a></p> <p><a href="#"><i>Community Vision 2034</i></a></p> <p>Theme: Community</p> <ul style="list-style-type: none"> <li>• Increase the availability and accessibility of services, programs, activities, and events which improve people's physical and mental wellbeing</li> </ul> <p>Theme: Liveability</p> <ul style="list-style-type: none"> <li>• Increase the inclusivity and quality of spaces and places for the enjoyment of all.</li> </ul> <p>Elected member decision making commitments:</p> <ul style="list-style-type: none"> <li>• Promote equity, accessibility and fairness</li> </ul> <p><a href="#"><i>Equal Opportunity Act 1984</i></a></p> <p><a href="#"><i>Disability Discrimination Act 1992</i></a></p> <p><a href="#"><i>State Disability Inclusion Plan 2025–29</i></a></p> <p><a href="#"><i>Australia's Disability Strategy 2021–31</i></a></p> <p><a href="#"><i>United Nations Convention on the Rights of Persons with Disabilities (UNCRPD)</i></a></p> <p><a href="#"><i>National Agreement on Closing the Gap</i></a></p>
Who did we talk to/who will we be talking to	<p>We talked with:</p> <ul style="list-style-type: none"> <li>• Onkaparinga Regional Disability Network</li> <li>• Disability Engagement Focus Group</li> <li>• Individual council managers with responsibility of actions in the draft Plan</li> </ul>

#### 5. Discussion

##### **Inclusive Communities Action Plan 2026-30**

The draft Plan has a critical role in safeguarding and upholding the fundamental rights of people with disability through measurable actions that promote inclusion, equity, and diversity, while removing barriers to access and participation.

Under the *Disability Inclusion Act 2018 (SA)* (Act), State Authorities are required to prepare and align local Disability Access and Inclusion Plans (DAIPs) to operationalise the priorities and outcomes of the State Plan with all actions (including locally identified) to sit under the following state plan domains:

- Domain 1 - Inclusive Environments and Communities
- Domain 2 - Education and Employment
- Domain 3 - Personal and Community Support
- Domain 4 - Health and Wellbeing
- Domain 5 - Safety, Rights and Justice

We have been facilitating a Disability Engagement Focus Group since March 2025. The focus group have provided input and feedback into the development of the draft Plan as community members with lived experience.

The Onkaparinga Regional Disability Network, consisting of over 100 service providers, carers and people with disability have also provided diverse insights and have been critical in identifying local priorities.

Knowledge attained from implementing and reporting our previous Inclusive Communities Action Plan 2021-24, and information from community surveys and local data, have ensured that the Draft Plan is relevant to our community and supported by evidence.

Our local perspective followed the comprehensive statewide consultation for the State Plan as well as a comprehensive literature and policy review to understand and respond to external factors like National Disability Reform.

Internal engagement with different sections of council including managers, team leaders and subject matter experts has supported the development of the draft Plan.

### **Community consultation**

Accessibility ensures that everyone regardless of ability, can access and engage with the information or services on offer.

The accessible engagement for the development and consultation of the draft Plan includes aspects of inform, consult and active participation.

Accessibility was considered:

- When seeking input into the development of the draft Plan
- In the types of actions included within the draft Plan
- In the presentation of our draft Plan (which will include an Easy Read and Plain English version)
- In the various accessible formats being made available to provide comment during the engagement period allowing for people with different communication needs.

Community will be informed of the engagement through Your Say, posters, library screens, social media and by utilising council's relationships with people with lived experience of disability, community leaders and extensive list of community networks.

A range of new techniques will be used to support engagement. Techniques will be anchored by the Your Say engagement platform and include:

- A simple survey on Your Say
- Online message via Your Say
- Face to face conversations with Council's Inclusive Communities Project Officer
- Telephone
- Email
- Letter submission
- Uploading of images to Your Say
- Submission of audio files to Your Say or email to council
- Drop-in sessions at community centres and libraries.

We will also be seeking feedback directly from the Disability Engagement Focus Group and the Regional Disability Network as our primary reference groups.

### **Inclusive Communities Action Plan 2021-24**

Successful delivery of the Inclusive Communities Action Plan 2021-24 has included specific actions taken to affect positive change.

Achievements include:

- Developing accessible communications, updating design guidelines, and creating inclusive events, programs and services.
- Enhancing our built environment with improved pathways, toilet amenities, lifts, ramps, handrails and accessible parking and lighting.
- Increasing access and inclusion understanding and awareness for staff, volunteers and the community.
- Providing meaningful volunteer and employment opportunities, training people leaders in inclusive recruitment and reviewing our recruitment practices.
- Listening to people with disability and engaging them in the planning work of council and decisions that affect their lives in the community.
- Incorporating best practice accessible toolkits into council's procedures focussing on communications, engagement, event planning and delivery, signage and wayfinding and for designing playgrounds and play spaces.

Since 2021, significant achievements have been made through the delivery of this plan as well as outside of the core actions of the plan, which demonstrates our flexible approach to access and inclusion.

In addition to the work highlighted in the outcomes summary, other significant achievements include:

- A positive cultural shift in the organisation where access and inclusion now have greater consideration in how we plan and deliver services.
- Formation of the Diversity, Equity and Inclusion Committee (DEIC) to drive and foster internal diversity and inclusion priorities. The DEIC's purpose is to cultivate an organisational culture wherein all employees are esteemed, feel a sense of belonging, connection with one another, and are empowered to excel in their roles.
- Scoping and applying through state and federal government for funding towards an accessible Changing Places facility.
- Providing specific training in dementia awareness, neurodivergence, easy read, universal design, LGBTQIA+ leadership, accessible events, and the intersectionality of First Nations people with disability.
- Establishing and growing strong relationships with government departments such as Department of Human Services, Department of Social Services and disability service providers through the Onkaparinga Regional Disability Network
- Working with Dementia Australia and Dementia Friendly Alliance of Onkaparinga to raise awareness of Dementia in the organisation and develop strategies for enabling the organisation to become more dementia friendly
- A sense of positivity in the community that council is listening and committed to meaningful improvements that will support participation and reduce barriers for people with disability.

## 6. Financial implications

There are no costs associated with undertaking community engagement on the draft Plan.

Draft Plan actions will be funded via existing Operating Budgets or via Project and Capital Work bids, which will be considered as part of the annual budgeting process.



## 7. Risk and opportunity management

Risk	
Identify	Mitigation
Safety of residents engaging in the community consultation	Engagement techniques will consider the safety of stakeholders during engagement with accessible venues selected for engagement activities and the importance of psychological safety reaffirmed at the start of engagements.
Council is perceived as not responding enough to access and inclusion	The draft Plan aligns with the State Plan and areas of focus identified by the Disability Engagement Focus Group and Regional Disability Network
Legislated requirements of Disability Access and Inclusion Plans	The final draft plan will be presented for Council approval on 16 June 2026 to ensure the approved plan can be submitted to Department for Human Services by the 30 June 2026 deadline.

Opportunity	
Identify	Maximising the opportunity
Enhanced collaboration opportunities	The draft Plan enables improved coordination across council and strengthens partnerships with community, local businesses, industry groups, and other tiers of government.
Our role in access and inclusion	The draft Plan presents clear information on the roles and responsibilities council has, as well as the different state authorities that have responsibility for other State Plan domains and priority areas.
Education and awareness	The engagement of the draft Plan will provide an avenue for increasing knowledge of access and inclusion in our community.

## 8. Timelines and next steps

- 23 March 2026 to 20 April 2026 – Community Consultation
- 16 June 2026 – Final draft Plan presented for Council approval
- 17 June 2026 – Approved Plan published on council's website and submitted to Department for Human Services.

## 9. Attachments

Attachment 1 – Draft Inclusive Communities Action Plan 2026-30 (44 pages)

Attachment 2 – EM workshop Summary 10 February 2026 (4 pages)

Attachment 3 – Inclusive Communities Action Plan 2021-24 outcomes summary (6 pages)

- END OF REPORT -

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# Inclusive Communities Action Plan 2026–30

Building a fair, respectful and  
inclusive community





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## Kaurna acknowledgement

We acknowledge the Kaurna Nation and its people as the traditional owners and custodians of the land in the area now known as City of Onkaparinga.

We recognise that this local living culture has developed over tens of thousands of years and that Kaurna and other Aboriginal people are actively engaged in community life and bring their rich cultural heritage to the connected community and sustainable future to which we aspire.

We are mindful of Kaurna people's spiritual relationship with country when we make decisions about this region and that protecting places of importance to Kaurna culture has an impact on the wellbeing and prosperity of Kaurna and other Aboriginal people.



## From the mayor

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### **On behalf of the City of Onkaparinga, I am proud to introduce our Inclusive Communities Action Plan 2026–30 (Plan).**

This Plan is aligned to the State Disability Inclusion Plan 2025–29 and considers national disability policy and reform. Our Plan reflects our existing and new partnerships with people with disability, their families, carers and support networks. Together, we aim to create a more inclusive society celebrating diversity and recognising the valuable contributions of people with disability in social, cultural and economic life.

This Plan challenges us all to listen more deeply, act more effectively, and design our programs and places so that everyone can access and enjoy them. For our disability community, it shows your voices matter and that inclusion is everyone's responsibility.

By working together, we can continue to make Onkaparinga a place where everyone can thrive.

The new Plan focuses on 'the doing' and includes actions to help remove barriers, and strengthen inclusion, from the way we design public spaces and deliver services, to how we engage with the community and support our workforce.

Thank you to everyone who contributed their insights, experiences and ideas to shape this Plan. Your input ensures this is a plan grounded in real needs and focused on achieving meaningful outcomes.

Together, we are building a more inclusive, accessible and welcoming City of Onkaparinga for everyone.

**Moirá Were AM**  
Mayor, City of Onkaparinga



## Acknowledgments

We wish to acknowledge people with lived experience of disability from City of Onkaparinga and groups and organisations who contributed to the development of the Plan and have an important role in its ongoing delivery.

Many individuals have provided their insights into what should be considered in the Plan and we thank them for their ongoing commitment to making a better society where everyone has connection, opportunity, safety, enjoyment and above all basic human rights.







## About Onkaparinga

The City of Onkaparinga is a local government body (council) in South Australia established under the Local Government Act 1999. Council is responsible for a range of vital services to the community guided by the Community Vision 2034.

The City of Onkaparinga is home to more than 180,865 residents living in the region's urban and rural communities making it South Australia's largest metropolitan council by population.

We are a growth council, and this beautiful region attracts 1.6 million visitors each year to enjoy everything we have on offer. By 2046, our population is forecast to increase to 222,744 people.

The community is not without its challenges, significantly more disadvantaged than Greater Adelaide in 2026, with a median weekly income \$205 lower than Greater Adelaide's \$1,601. Consistent with national trends, we have an ageing population with 36.9 per cent of our residents aged 50 years old and over, and often with age comes a greater predisposition for age-related disability.

### City of Onkaparinga snapshot

**7.9%**

of the population is aged 18–24 years

**26%**

of the population is aged 60+

**0.76%**

increase in rateable properties

**\$6.61 billion**

thriving economy

**90,000+**

people work in Onkaparinga

**10,000+**

local businesses

**1.5 million**

visitors each year

**1384km**

sealed road network

**1322km**

path network



# Our Vision

The strategic direction of council is set via the Community Vision 2034, which was developed with the participation of over 5,000 community voices.

With a 10-year horizon, it expresses the preferred future for the city shared by the community.

It details 8 key result areas and a total of 32 goals that contribute to realising the vision of 'connected community, sustainable future'. The goals provide guidance for collective action by many parties and community stakeholders, including the City of Onkaparinga.

The vision, shaped by and with the community, guides the development of the council's strategic plans so that they organise action on specific topics to achieve the broader goals for the region.

Delivering this plan will contribute to achieving goals across all 4 themes of the Community Vision 2034, being Community, Environment, Liveability, and Leadership.

A range of indicators has been collected under each of the Community Vision 2034 themes to monitor how the city is tracking in relation to the intent of the vision. They highlight what we need to see shift across the region's community to indicate movement towards achieving the vision of 'connected community, sustainable future'.



# Facts at a glance - National



**21.4%**

of Australians have a disability.  
That's more than 1 in 5 people (ABS 2024).

**46%**

Each year the Australian Human Rights Commission receive more complaints about disability discrimination (46 per cent) than any other form of discrimination (State Disability Inclusion Plan 2025–2029).

**38.6%**

Almost 2 in 5 carers (38.6 per cent) have a disability themselves (ABS 2024).

**6.3%**

of South Australian people with disability are unemployed in comparison to 3.8 per cent of people without disability Australian Institute of Health and Welfare (AIHW) 2024.



**52.3%**

of people aged 65 years and over have a disability in Australia (ABS 2024).

**27 years younger**

People with intellectual disability on average die 27 years younger than other Australians (South Australian Council on Intellectual Disability 2026).

**1.9x**

First Nations peoples are 1.9 times more likely to have a disability than non-indigenous Australians (AIHW and National Indigenous Australians Agency 2023).

**43%**

of women with disability have experienced physical violence after the age of 15, which is almost double that of women without disability (Disability Royal Commission 2023).



**2x**

Women with disability are twice as likely to experience sexual violence compared to women without disability (Disability Royal Commission 2023).

**78.5%**

of LGBTQIA+ people accessing NDIS and Disability Support Services did not feel that their identity as an LGBTQIA+ person was supported (Australian Research Centre 2022).

**150%**

Australian Research Centre report in 2022 found that LGBTQIA+ people living with disability are 150% more likely to have attempted suicide than the rest of the LGBTQIA+ community.



## Facts at a glance - City of Onkaparinga and South Australia



**6.9%**

of Onkaparinga residents (12,095) reported needing help with their day to day lives due to disability (ABS 2022).

**37.2%**

City of Onkaparinga's (80+) cohort has the highest projected growth rate between 2025–2031 at 37.2% (REMPLAN 2025).

**By 2046**

it is projected that lone households will be the most prevalent household type in City of Onkaparinga, resulting in increased vulnerability (REMPLAN 2025).



**3,142**

City of Onkaparinga has the highest prevalence of dementia of all SA local government areas with 3,142 recorded and many more undiagnosed (Dementia Australia 2025).

**35,000**

In 2025, there are an estimated 35,000 South Australians living with dementia, including 2,100 people under the age of 65 living with younger onset dementia (Dementia Australia 2025).



**40%**

South Australia consistently reports NDIS participant rates for autism that are above the national average, with autism being the largest disability group in the state, averaging around 40 per cent of participants (NDIS Participant Data 2025).

**4,000 participants**

Onkaparinga has nearly 4,000 participants on the NDIS living with autism and this figure is increasing (NDIS Participant Data 2025).



# Inclusive Communities Action Plan 2026–2030

**The Plan demonstrates our ongoing commitment to building a fair, respectful and inclusive community where everyone can take part in all aspects of community life.**

Each State Authority (Local Government Area) is legislated to have a Disability Access and Inclusion Plan.

The skills, knowledge, potential and rights of people with disability are often not fully recognised. Together we aim to create a community where people feel a strong sense of belonging, full of opportunity and where no one is left behind.

The Plan aims to create a society where access and inclusion becomes a natural part of everything we do

Our Plan was developed with and for the community. To support accessible communications, we partnered with leading disability advocate JFA Purple Orange to help guide conversations.

The Onkaparinga Regional Disability Network, and the Disability Engagement Focus Group were critical in shaping the plan and identifying local priorities. A resounding message has been the desire for the City of Onkaparinga to be a place where the next generation can thrive with more opportunity for growth and success, greater acceptance and less barriers.

Our local perspective followed the comprehensive statewide consultation for the State Disability Inclusion Plan 2025–29 as well as a comprehensive literature and policy review to understand and respond to external factors.

This review ensured that key findings from the Disability Royal Commission, national disability reforms including changes to the National Disability Insurance Scheme, and the Disability Inclusion (Review Recommendations) Amendment Act 2024 were appropriately reflected in this plan.

## A plan enshrined in legislation

The Disability Inclusion Act 2018 (SA) and the Disability Inclusion (Review Recommendations) Amendment Act 2024 guide our ongoing efforts toward inclusion and accessibility.

The Disability Inclusion Act 2018 defines disability as:

**“a long-term physical, psychosocial, intellectual, cognitive, neurological or sensory impairment, or a combination of these, which in interaction with various barriers may hinder a person’s full and effective participation in society on an equal basis with others.”**

The Amendment Act 2024 modernises the original 2018 legislation to improve accountability, strengthen planning and reporting, and ensure disability inclusion processes remain contemporary, measurable, and aligned with best practice.

We also follow the principles of The United Nations Convention on the Rights of Persons with Disabilities, a framework which ensures that people with disability are treated fairly and equitably, are safe and enjoy the same human rights and fundamental freedoms as all people in society.





# Strategic context

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## Council strategies and plans are guided by the Community Vision 2034.

With a 10-year horizon, the Community Vision 2034 sits at the top of a planning framework that sets our vision of a connected community and sustainable future.

Key to realising this vision is how we embrace diversity, both as a council and community. Mirroring the messaging of the state government, inclusion touches every part of our society and is a fundamental responsibility of community and organisational leadership.

Our strategic context is built upon our guiding plans and legislation across all levels of government and international disability frameworks.

Of these planning and legislative instruments, our Plan has been designed to align with and embed the identified priorities of the State Disability Inclusion Plan 2025–29.

## Alignment of strategies and legislation

### City of Onkaparinga

- Community Vision 2034
- Draft Reconciliation Action Plan 2026-28
- Community Capacity Strategic Plan 2026-30 (under development)
- Economic Growth and Tourism Strategic Plan 2025-30
- Affordable Housing Strategy 2025-28
- Open Space Strategic Management Plan 2025-30
- Onkaparinga Workforce Plan 2024
- Strategic Assets Management Plan 2024

### South Australian Government

- Disability Inclusion Act 2018 (SA)
- Disability Inclusion (Review Recommendations) Amendment Act 2024
- State Disability Inclusion Plan 2025–29
- SA Autism Strategy 2024–29
- South Australia's Plan for Ageing Well 2026–36
- Equal Opportunity Act 1984

## Australian Government

- Disability Discrimination Act 1992
- Australia's Disability Strategy 2021–31
- Independent Review of the National Disability Insurance Scheme (NDIS Review) 2023
- National Agreement on Closing the Gap 2020
- National Autism Strategy 2025-31
- National Dementia Action Plan 2024–34
- The Royal Commission into Violence, Abuse, Neglect and Exploitation of People with Disability 2023

## International

- The United Nations Convention on the Rights of Persons with Disabilities

# Strategic context

## National Disability Reform

The State Disability Inclusion Plan 2025–29 and the Inclusive Communities Action Plan 2026–2030 have been informed by National Disability Reform. The Australian Government collaborating with the states and territories is responding to systemic issues in the sector as well as findings from the Disability Royal Commission and the independent review into the National Disability Insurance Scheme (NDIS Review).

People with disability are pivotal to successful national reform and our Plan includes pragmatic and accessible methods to ensure people with disability remain at the centre of the reform agenda.

We contribute positively to disability reform by supporting the outcomes from the State and National disability plans and by working closely with the community to respond to immediate challenges and advocate for real and lasting change, and a society that meets the needs of future generations.

This can only be done by considering inclusion in our decision making, the infrastructure we design and the culture we cultivate.

## The SA Autism Strategy 2024–2029

Our Plan has been informed by community with lived experience of autism who advocated strongly for a greater neurodivergent focus.

NDIS data indicates that autism remains the largest disability group in South Australia and the rates of autism diagnosis is increasing every year.

There is a disparity in the life outcomes of people living with autism, compared to the rest of the population. A gap also exists between people with autism and people with other disabilities. We acknowledge the 7 focus areas of the SA Autism Strategy 2025–29 and the strategic alignment with our Plan.





# Strategic context

## National Agreement on Closing the Gap

Through our Plan, we seek to meaningfully engage and partner with First Nations Peoples. Together we aim to achieve targets and priority reforms from Closing the Gap as they relate to disability.

In particular those targets where there is a direct or strong link to local government:

- Target 1 – Everyone enjoys long and healthy lives
- Target 4 – Children thrive in their early years
- Target 7 – Youth are engaged in employment or education
- Target 8 – Strong economic participation and development of people and their communities
- Target 13 – Families and households are safe
- Target 14 – People enjoy high levels of social and emotional wellbeing
- Target 15 – People maintain a distinctive cultural, spiritual, physical and economic relationship with their land and waters
- Target 16 – Cultures and languages are strong, supported and flourishing
- Target 17 – People have access to information and services enabling participation in informed decision-making regarding their own lives

We have a higher proportion of Aboriginal and Torres Strait Islander people than Greater Adelaide. In 2021, the region was home to more than 3,250 people who identify as Aboriginal and/or Torres Strait Islander. This was 1.9 per cent of our population, which is higher than the Greater Adelaide figure of 1.6 per cent.

## Diversity, Equity and Inclusion Committee

In addition to the focus of this Plan, council has established a diversity, equity and inclusion committee to cultivate an organisational culture wherein all employees are esteemed, feel a sense of belonging, connection with one another, and are empowered to excel in their roles.

The committee promotes and celebrates diversity, equity, access, inclusion and interculturalism across City of Onkaparinga staff and volunteers.

The work of this committee and the delivery of this Plan is interconnected in building a fair, respectful and inclusive community.





# State Disability Inclusion Plan 2025–2029

## **The State Disability Inclusion Plan 2025–29 (State Plan 2025–29) and State Authority Disability Access and Inclusion Plans are a legislated requirement under the Disability Inclusion Act 2018 (SA).**

The state government undertook comprehensive statewide consultation to inform the State Plan 2025–29 which captured extensive feedback from people with disability, their families and carers, service providers, peak disability bodies, non-government organisations, advocacy groups and Aboriginal Community Controlled Organisations (ACCOs).

Responding to the United Nations Convention on the Rights of Persons with Disabilities and Australia's Disability Strategy, the State Plan 2025–29 aims to advance access and inclusion for people with disability, promote employment, community participation, and inclusive services, and eliminate systemic barriers and discrimination.

The State Plan 2025–29 provides a clear framework of priorities and a coordinated government approach to create long term change and a more inclusive and equitable community for everyone.

The State Plan 2025–29 explains what we want to achieve and why, and each Local Government Disability Access and Inclusion Plan demonstrates how and when we will do it, supporting a consistent and coordinated approach to disability inclusion across local government areas.

## **State Plan Domains**

The Plan will focus on a combination of actions that support the delivery of both local priorities and legislated state measures. All local and state actions fit under 5 State Plan domains:

### **Domain 1 - Inclusive environments and communities**

People with disability have a fundamental right to take part in all aspects of social, cultural and economic life and enjoy the benefits of an accessible and inclusive community.

### **Domain 2 - Education and employment**

People with disability have a fundamental right to achieve their full potential through education and lifelong learning, and the economic security that comes from equal opportunities within the workforce.

### **Domain 3 - Personal and community support**

People with disability have a fundamental right to access a range of in home, residential and other community support services. This includes personal assistance necessary to support living and inclusion in the community, and to prevent isolation or segregation from the community.

### **Domain 4 - Health and wellbeing**

People with disability have a fundamental right to enjoy the highest attainable standard of health without discrimination on the basis of disability, and to be confident that measures are in place to ensure equitable access to health and mental health services and supports.

### **Domain 5 - Safety, rights and justice**

People with disability have a fundamental right to recognition before the law and to live free from all forms of exploitation, violence, abuse and neglect. This includes the right to safety and to legislative, administrative, social and educational support, and other measures that protect and uphold their dignity and wellbeing.

Under the respective domains there are 27 priority areas linked to an outcome. These outcomes are tracked through specific measures, which have been allocated as the responsibility of different State Authorities, including councils. Most council actions are listed under the domain 'Inclusive Environments and Communities'.



# State Disability Inclusion Plan 2025–2029

## Intersectionality

Intersectionality recognises that people with disability are diverse, have different needs, and may experience further disadvantage by being part of other population groups.

For example, a First Nations person from the LGBTIQ+ community with disability may experience discrimination relating to their race, gender, age and disability.

Understanding intersectionality is essential to addressing the unique challenges faced by priority groups.

## Priority Groups

The Disability Inclusion Act 2018 (SA) and the Amendment Act 2024 defines seven priority groups who may face additional barriers to inclusion.

- First Nations people with disability
- People from Culturally and Linguistically Diverse backgrounds with disability
- Women with disability
- Children with disability
- People with disability who identify as LGBTIQ+
- People with significant intellectual disability or high levels of vulnerability due to disability
- People with disability who live in regional communities.

Through the Plan, we aim to make the community more accessible for these priority groups by improving the built environment, programs, services, attitudes, and communication practices and tailoring these to meet specific needs.

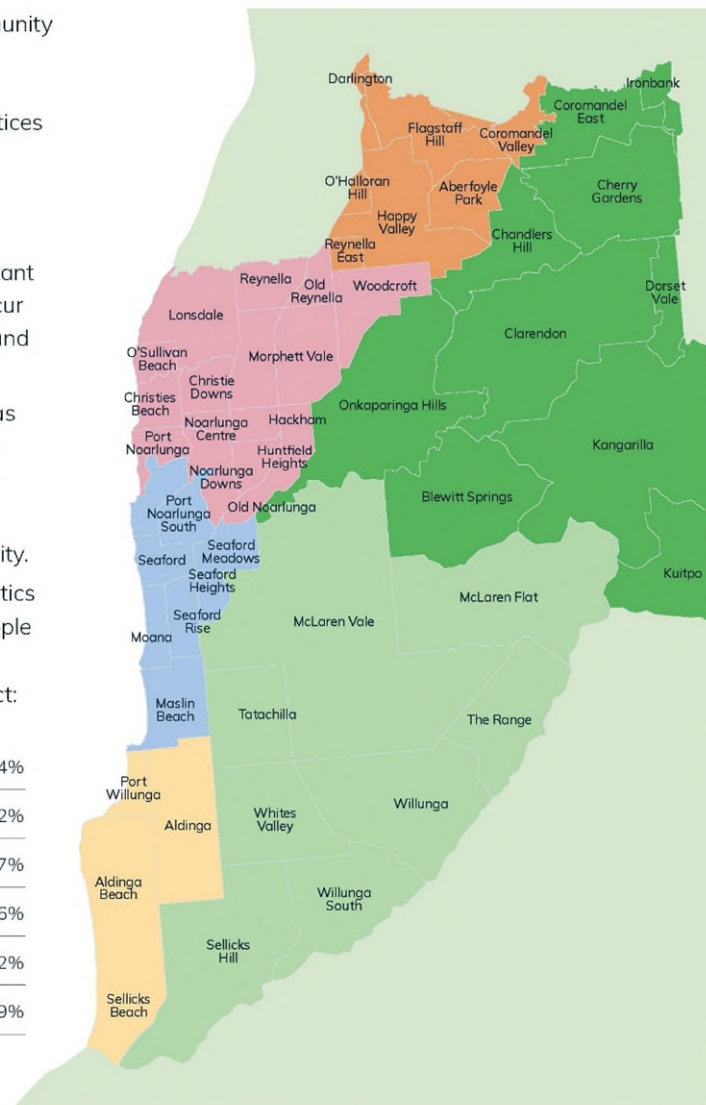
These priority groups require additional consideration within the Plan.

We also recognise older people as an important group and understand that disability can occur at any time in life, especially as people age, and can affect people across all priority groups.

We will consider the priority groups and areas of high population disadvantage to drive the actions within this Plan.

We will also be considering the districts that report having the highest level of disability. According to the Australian Bureau of Statistics (2021), City of Onkaparinga has 12,095 people identifying as living with disability, shown below as a percentage breakdown by district:

Central North District (East & West)	8.4%
Southern District	7.2%
Northern District	5.7%
Central South District	5.6%
Hills South District	5.2%
Hills North District	3.9%



# Strategic direction

## Identified focus areas for the City of Onkaparinga

Our Plan aligns with the State Disability Inclusion Plan 2025–29 and responds to the five Domains and eighteen state measures allocated to councils.

During the Plan development workshops and focus group discussions, 4 key priorities emerged as central to achieving meaningful inclusion in the City of Onkaparinga:

### Physical accessibility and universal design

Considering universal design principles and designing built environments, facilities and public spaces to be accessible and inclusive for everyone, regardless of ability. Ensuring people with disability can provide input into design and function of spaces. Assessing council buildings and public spaces to identify accessibility improvements.

### Accessible communications and information

Improving how we share information so that everyone can easily find, understand and use it, across all platforms and formats. Creating easy to access information on programs and services. Communicating what is not accessible, not just what is accessible. Improving accessible signage and having better signage on facilities.

### Community leadership, education and awareness

Building understanding of disability, inclusion and accessibility across the community, and promoting positive attitudes and behaviours. Creating more leadership opportunities for people with disability so they can influence decision making.

### Employment and inclusive workplaces

Increasing access to meaningful work and volunteering opportunities, transitions to employment, skills development and supporting inclusive employment practices.



## Other focus areas

It was acknowledged that whilst there is significant crossover with the identified priority areas, other focuses like accessible engagement, event and venue accessibility, access to education and training, services and support, safety and rights, health and wellbeing were equally important.

Through our engagement and connection with community, there is strong sentiment that these important areas should still be addressed through our Plan and by other State Authority Disability Access and Inclusion Plans





## Strategic objectives

With consideration of identified local needs, the State Disability Inclusion Plan 2025–29 and National Disability Reform, we will deliver the following actions:

## Domain 1: Inclusive environments and communities

Priority Area 1: Active participation							
Outcome: People with disability are active participants in accessible and inclusive communities.							
No.	Action	Continued Focus or New Focus	State or Council Measure	State Plan Measure	Measure	Timeframe	Responsibility
1.	Strengthen the use of the updated Inclusive SA Accessible Community Events Toolkit in our event planning and delivery	Continued Focus	State Plan	1.1.2	The number of inclusive and accessible events, both internal and external, with 50+ people following best practice event management principles.	Aug 2027	Manager Communication & Engagement
2.	Develop and implement a post event assessment process to strengthen event inclusion and accessibility for people with disability at council led events	New Focus	State Plan	1.1.2	Events of 50+ are evaluated  Number of event evaluations completed.	Oct 2026	Manager Communication & Engagement



## Domain 1: Inclusive environments and communities

Priority Area 2: Inclusive communities and attitudes							
Outcome: People with disability are respected and included in their communities, where inclusive attitudes and behaviours are widely demonstrated.							
No.	Action	Continued Focus or New Focus	State or Council Measure	State Plan Measure	Measure	Timeframe	Responsibility
3.	Provide training for staff and volunteers by developing and implementing an 'Access and Inclusion Awareness and Competency Framework'.	New Focus	State Plan	1.2.1	The number of staff and volunteers participating in disability awareness training	Nov 2028	Manager People and Culture
4.	Develop a mechanism to record activities delivered that improve community attitudes towards people with disability including workplace initiatives that promote disability inclusion.	New Focus	State Plan	1.2.1	The number of initiatives undertaken to promote disability inclusion and improve community attitudes towards people with disability in the community and in the workplace.	Aug 2027	Manager Community Capacity
5.	Improve disability, access and inclusion outcomes by implementing initiatives developed by the Diversity, Equity and Inclusion Committee.	Continued Focus	Council			Sept 2027	Manager Community Capacity

## Domain 1: Inclusive environments and communities

No.	Action	Continued Focus or New Focus	State or Council Measure	State Plan Measure	Measure	Timeframe	Responsibility
6.	Enhance the Communication 'Roadmap' by including significant dates and topics that increase awareness and improve attitudes towards people with disability (internally and externally).	New Focus	Council	1.2.1	The number and effectiveness of programs delivered that foster inclusion and raise awareness of disability in the community.	Sept 2027	Manager Communication and Engagement
7.	Work towards becoming Dementia Friendly.	Continued Focus	Council			June 2026	Manager Community Capacity
8.	Expand the Sunflower Hidden Disability Program across council teams and services.	Continued Focus	Council			Dec 2026	Manager Community Capacity
9.	Review and reinvigorate the Better Access is Better Business Program including implementing a communications plan.	New Focus	Council			Dec 2027	Manager Strategy, Sustainability and Economic Growth
10.	Review and strengthen questions in the annual community survey to measure local community attitudes towards people with disability and associated disability priority groups.	New Focus	State Plan	1.2.1	Ongoing evaluation of local community attitudes, including feedback from the disability community.	Sept 2026	Manager Strategy, Sustainability and Economic Growth

## Domain 1: Inclusive environments and communities

No.	Action	Continued Focus or New Focus	State or Council Measure	State Plan Measure	Measure	Timeframe	Responsibility
11.	Maintain local partnerships with disability advocacy groups to ensure voices of people with disability are heard.	Continued Focus	State Plan	1.2.1	Ongoing evaluation of local community attitudes, including feedback from the disability community.	Dec 2030	Manager Community Capacity
12.	Extend and track the range of programs and services delivered with and for (State Plan) priority groups.	New Focus	State Plan	1.2.1	<p>The number of initiatives undertaken to promote disability inclusion and improve community attitudes towards people with disability in the community.</p> <p>The range of programs and services offered to priority groups.</p>	Dec 2029	Manager Community Capacity
13.	Connect with South Australian Aboriginal Community Controlled Organisation Network to support the alignment of Communities Action Plan actions with Closing the Gap targets.	New Focus	State Plan	1.2.3	The number of actions embedded in our Inclusive Communities Action Plan working towards Closing the Gap targets.	Dec 2026	Manager Community Capacity



## Domain 1: Inclusive environments and communities

Priority Area 3: Universal Design							
Outcome: Everyone in South Australia can access and enjoy inclusive and accessible natural and built environments.							
No.	Action	Continued Focus or New Focus	State or Council Measure	State Plan Measure	Measure	Timeframe	Responsibility
14.	Update and maintain asset register to ensure tracking of accessibility modifications to council infrastructure, public spaces, play areas, and new council projects or developments that incorporate Universal Design.	Continued Focus	State Plan	1.3.2	The number of public-facing council buildings, spaces, play spaces and infrastructure that are modified to improve accessibility.	Nov 2027	Manager Assets and Technical Services
15.	Update signage guidelines to ensure best practice for accessible signage at Noarlunga civic building, libraries, community centres, arts venues and associated amenities.	New Focus	Council		The number of new council projects or developments that incorporate Universal Design.  Type of modification recorded.	Feb 2029	Manager Communication & Engagement



## Domain 1: Inclusive environments and communities

No.	Action	Continued Focus or New Focus	State or Council Measure	State Plan Measure	Measure	Timeframe	Responsibility
16.	Update and maintain asset register to record accessibility modifications in parks, reserves, and beaches (including facilities within these areas).	Continued Focus	State Plan	1.3.3	The number of parks, reserves, beaches and playgrounds (within these areas) that are built or modified to improve accessibility.  Type of modification recorded.	Nov 2027	Manager Assets and Technical Services
17.	Conduct beach accessibility audits to determine holistic disability access requirements and opportunities.	New Focus	Council			Feb 2027	Manager Community Capacity
18.	Conduct a pilot assessment of Positive Ageing Centres to determine status of accessible carparking and carpark lighting compliance.	New Focus	Council			June 2029	Manager Community Capacity
19.	Undertake accessibility audits across a range of council civic and community spaces using universal design principles.	New Focus	Council	1.3.3	Number of audits completed  Range of audits undertaken	June 2029	Manager Community Capacity

## Domain 1: Inclusive environments and communities

Priority Area 4: Accessible facilities							
Outcome: People with disability can access public toilet facilities that meet their needs when out in the community.							
No.	Action	Continued Focus or New Focus	State or Council Measure	State Plan Measure	Measure	Timeframe	Responsibility
20.	Update and maintain asset register to record all toilet facilities (existing and new) across council that meet accessibility standards.	Continued Focus	State Plan	1.4.1	The number of public council owned toilet facilities across the council area that meet accessibility standards and/or a designated Changing Places facility.	Oct 2026	Manager Assets and Technical Services
21.	Promote accessible toilet facilities available across council using online communication methods.	New Focus	Council			May 2027	Manager Community Capacity
22.	Apply for Changing Places funding and if successful, deliver a Changing Places facility in the region.	New Focus	Council			Dec 2027	Manager Community Capacity

## Domain 1: Inclusive environments and communities

Priority Area 5: Communications and information							
Outcome: People with disability can find the information they need in the format(s) they need it in.							
No.	Action	Continued Focus or New Focus	State or Council Measure	State Plan Measure	Measure	Timeframe	Responsibility
23.	Develop a mechanism to record materials developed in accessible formats.	New Focus	State Plan	1.5.1	The number of resources or materials that have been developed in accessible formats.	Jan 2027	Manager Communication & Engagement
24.	Review accessibility of council's website in line with WCAG 2.2 level AA standards.	New Focus	State Plan			Mar 2028	Manager Communication & Engagement
25.	Update corporate style guides to include standards for accessible communication formats like Easy Read and Plain English.	New Focus	State Plan			Mar 2029	Manager Communication & Engagement
26.	Conduct photoshoot and procure images for the asset bank library showcasing diversity and disability, including priority groups. Communicate purpose and invite staff at our various worksites to nominate to participate and be photographed (subject to consent).	New Focus	Council	1.5.1	Image library shows diversity in imagery and is used to support accessible communications and information.  Number of new images included in asset bank library.	Oct 2026	Manager Communication & Engagement



## Domain 1: Inclusive environments and communities

No.	Action	Continued Focus or New Focus	State or Council Measure	State Plan Measure	Measure	Timeframe	Responsibility
27.	Deliver Aged Access Onkaparinga project and creation of accessibility guides.	New Focus	Council	1.5.1	Image library shows diversity in imagery and is used to support accessible communications and information.  Number of new images included in asset bank library.	July 2026	Manager Community Capacity
28.	Strengthen council's use of assistive communication tools like Auslan Interpreters, Telephone Interpreting Service (TIS) and augmented communication devices like hearing loops.	New Focus	Council	1.5.2	Total number of Auslan, assistive listening devices, augmentative and alternative communication services provided to meet support needs.	Dec 2028	Manager Libraries, Customer Relations and Recreation

## Domain 1: Inclusive environments and communities

Priority Area 7: Collaboration, consultation and innovation							
Outcome: People with disability are actively involved in government decisions that affect their lives.							
No.	Action	Continued Focus or New Focus	State or Council Measure	State Plan Measure	Measure	Timeframe	Responsibility
29.	Strengthen involvement and decision making of people with disability and Aboriginal Community Controlled Organisations in community matters through the 2026 Review of Engagement Framework, drawing on recommendations from the 2024 review against the Inclusive SA Accessible Engagement Toolkit.	New Focus	State Plan	1.7.1	The number of public consultations that included and sought input from people with disability including engagement with Aboriginal Community Controlled Organisations (ACCOs).	Sept 2027	Manager Communication & Engagement
30.	Review and update Terms of Reference across Community Centre advisory groups to support diverse representation.	Continued Focus	State Plan	1.7.2	The number of people with disability, including parents and carers, serving on committees and working groups.	Dec 2027	Manager Community Capacity

## Domain 1: Inclusive environments and communities

Priority Area 8: Housing							
Outcome: People with disability have access to appropriate housing							
No.	Action	Continued Focus or New Focus	State or Council Measure	State Plan Measure	Measure	Timeframe	Responsibility
31.	Advocate for government support in accessible and affordable housing options for people with disability, with consideration of disability sector feedback.	Continued Focus	Council	N/A	Demonstrated advocacy towards delivering outcomes for priority groups identified in the Affordable Housing Strategy 2025–28.	Sept 2029	Manager Strategy, Sustainability and Economic Growth

## Domain 2: Education and employment

Priority Area 2: Supports and resources for children and young people							
Outcome: 2: Children with disability feel valued, welcomed and have access to inclusive education starting in the early years.							
No.	Action	Continued Focus or New Focus	State or Council Measure	State Plan Measure	Measure	Timeframe	Responsibility
32.	Develop a mechanism to track the number of people with disability accessing libraries, youth services and community centre programs	New Focus	State	2.2.1	Total number of young people with disability accessing youth services.	Oct 2028	Manager Community Capacity



## Domain 2: Education and employment

Priority Area 3: Targeted transitional supports							
Outcome: People with disability have supportive environments to learn, grow, and transition throughout their life.							
No.	Action	Continued Focus or New Focus	State or Council Measure	State Plan Measure	Measure	Timeframe	Responsibility
33.	Develop a mechanism to track participants with disability undertaking Adult Community Education (ACE) in Community Centres.	Continued Focus	Council	2.3.3	The number of participants taking part in ACE across all Community Centres.	June 2029	Manager Community Capacity
34.	Implement initiatives, record number and explore options to encourage volunteering opportunities for people with disability.	Continued Focus	State	2.3.5	The number of initiatives taken to encourage people with disability to volunteer.	Dec 2030	Manager People & Culture

## Domain 2: Education and employment

Priority Area 4: Access to employment opportunities							
Outcome: People with disability have opportunities to achieve, develop and succeed in their chosen fields.							
No.	Action	Continued Focus or New Focus	State or Council Measure	State Plan Measure	Measure	Timeframe	Responsibility
35.	Utilise disability employment recruitment platforms like Job Access during recruitment of council roles.	Continued Focus	Council	2.4.3	The number of organisational changes adopted to improve inclusive recruitment for people with disability. The number of people leaders trained.	Aug 2027	Manager People & Culture
36.	Provide inclusive recruitment training to people leaders.	Continued Focus	State			Mar 2028	Manager People & Culture
37.	Investigate and report on the use of positive discrimination strategies to support disability employment, such as using a disability employment register for recruitment.	New Focus	Council			Aug 2029	Manager People & Culture

## Domain 2: Education and employment

Priority Area 5: Inclusive working environments							
Outcome: People with disability have access to supportive places to earn.							
No.	Action	Continued Focus or New Focus	State or Council Measure	State Plan Measure	Measure	Timeframe	Responsibility
38.	Review and maintain the Diversity, Equity and Inclusion Policy.	Continued Focus	Council	2.5.1	The number of workplace practices implemented to support people with disability to have equal opportunities for growth and success, including support to remain in employment.	Aug 2030	Manager People & Culture
39.	Use the Diversity, Equity and Inclusion Committee (DEIC) supported by the Diversity, Equity and Inclusion Policy to identify, monitor, and support workplace practices and culture that enable people with disability to access, remain and succeed in employment.	Continued Focus	State			Dec 2030	Manager People & Culture



## Domain 2: Education and employment

No.	Action	Continued Focus or New Focus	State or Council Measure	State Plan Measure	Measure	Timeframe	Responsibility
40.	Create a 'Resource Hub' on the intranet to increase people leader knowledge of workplace practices and share learned experiences that support equal opportunities for people with disability	New Focus	State	2.5.1	The number of workplace practices implemented to support people with disability to have equal opportunities for growth and success, including support to remain in employment.	Oct 2027	Manager People & Culture
41.	Increase employment opportunities by developing an Onkaparinga Disability Employment Traineeship Program; and consider disability criteria for council's graduate program.	New Focus	Council			Mar 2029	Manager People & Culture

## Domain 3: Personal and community support

Priority Area 1: Accessibility							
Outcome: People with disability can easily access community supports and services.							
No.	Action	Continued Focus or New Focus	State or Council Measure	State Plan Measure	Measure	Timeframe	Responsibility
42.	Establish and strengthen collaboration and partnerships with service providers and community organisations through the Onkaparinga Regional Disability Network.	Continued Focus	State	3.1.1	The number of council initiatives and improvements made to connect people with disability to community supports and services wherever they present. For example, referral hubs, mobile outreach, online information platforms, frontline worker training, and partnerships with community organisations.	March 2027	Manager Community Capacity

## Domain 3: Personal and community support

Priority Area 3: Information sharing							
Outcome: People with disability receive more coordinated and effective support when services work together and share information.							
No.	Action	Continued Focus or New Focus	State or Council Measure	State Plan Measure	Measure	Timeframe	Responsibility
43.	Participate in the Local Government Access and Inclusion Network (LGAIN), Community of Practice meetings and with external disability service providers.	Continued Focus	State	3.3.1	The number of inter-agency meetings and initiatives to support the implementation of the State Plan and our Disability Access and Inclusion Plan (DAIP).	Dec 2026	Manager Community Capacity
44.	Collaborate with the National Disability Insurance Agency (NDIA) to support initiatives for priority groups.	New Focus	State			June 2027	Manager Community Capacity
45.	Introduce a cross departmental council (ICAP) delivery group with terms of reference to support ICAP delivery.	New Focus	Council	3.3.1	Number of meetings held each year.	Dec 2026	Manager Community Capacity



## Domain 3: Personal and community support ---

Priority Area 5: Programs							
Outcome: Government-funded programs and services include disability-specific provisions to enable full and equal participation.							
No.	Action	Continued Focus or New Focus	State or Council Measure	State Plan Measure	Measure	Timeframe	Responsibility
46.	Develop a mechanism to capture how the community grants are distributed that enhance disability inclusion.	New Focus	State Plan	3.5.1	The number of council grants and funding amount distributed to enhance disability inclusion.	Feb 2027	Manager Communication & Engagement

## Domain 4: Health and Wellbeing ---

There are no specific council actions listed under this domain as they are considered the direct responsibility of other State Authorities such as the Department for Health and Wellbeing and Local Health Networks, however several council actions from other domain areas positively contribute to health and wellbeing outcomes more broadly.

## Domain 5: Safety, rights and justice ---

Priority Area 2: Responding to emergencies							
Outcome: People with disability are kept safe during emergencies, with their needs planned for and prioritised.							
No.	Action	Continued Focus or New Focus	State or Council Measure	State Plan Measure	Measure	Timeframe	Responsibility
47.	Promote the programs run by the hazard leaders and control agencies, and if there is an identified gap in their offerings, lobby for them to improve what they can deliver to people with disability	New Focus	State Plan	5.2.1	The number of emergency response resources and systems developed for people with disability.	Dec 2029	Manager Governance

## Non-Council reportable measures

The following is a compilation of outcome areas under their respective domains in the State Disability Inclusion Plan, that are the core responsibility of other State Authorities (not council).

Whilst some outcome areas in the State Disability Inclusion Plan 2025–2029 are not listed explicitly as council's responsibility, City of Onkaparinga continues

to support actions indirectly through a range of community services, strategies, partnerships, policy mechanisms and advocacy.

State Plan Domain	Outcomes	Primary Responsibility
1. Inclusive environments and communities	People with disability can get to where they need to go safely	Department for Infrastructure and Transport
2. Education and employment	People with disability are supported by a South Australian education workforce that has the knowledge and skills to meet their needs and help them succeed. People with disability benefit from State Authorities working to improve disability data at both state and national levels.	Departments for Education, State Development and TAFE SA. All State Government Agencies
3. Personal and community support	People with disability are supported to make their own choices and use advocacy when needed to protect and promote their rights. Carers and families, including siblings of people with disability are provided with dedicated supports and services.	Department of Human Services and Attorney General's Department Departments of Human Services and Child Protection
4. Health and wellbeing	People with disability have full access to, and inclusion within health infrastructure. People with disability can access healthcare that is inclusive and responsive to the intersectionality and diversity of disability, recognising the important role of carers. People with disability receive coordinated health supports that meet their needs, with stronger connections between mental health and disability services.	Department for Health and Wellbeing, and Local Health Networks
5. Safety, rights and justice	People with disability are understood, supported, and have their rights upheld, including within the justice system. People with disability receive the right supports for them when navigating the justice system. People with disability are involved in the design and delivery of policies, programs and laws. People with disability can access effective, inclusive and responsive safeguarding supports and services.	Department for Child Protection, Department for Correctional Services, Department of Health and Wellbeing, Department of Human Services, Attorney General's Department & Courts Administration, SA Police, Local Health Networks,



# Implementation

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Implementation of the Plan will occur through a mixture of council and community led initiatives.

This will be underpinned by strong communication and collaboration with stakeholders with lived experience of disability, government and broader community.

## Reporting

Reporting and monitoring actions is a legislated requirement under the Disability Inclusion Act 2018 (SA).

The Act makes it clear that the State Plan and State Authority Disability Access and Inclusion Plans (DAIPs) must include measurable outcomes for each domain.

Evaluation systems and reporting mechanisms will be established across council to ensure accurate reporting and accountability.

Councils are required to report annually on the actions taken through their DAIP to help track progress, determine what's working and highlight areas that might require an increased focus.

Measuring the outcomes of inclusion and social attitudes can be difficult; reporting and analysis will therefore involve a mixture of qualitative and quantitative methods.

## Monitoring

Our Diversity Equity and Inclusion Committee (DEIC) will have an important governance role to support delivery and monitoring of the Plan. The DEIC is an internal committee of council that acts on behalf of the organisation to drive and foster diversity and inclusion priorities.

Updates will be provided to local stakeholders, especially community throughout the life of the Plan.

Progress reports will be provided to Council annually to ensure the achievements in the plan are shared, challenges communicated and to help keep the plan current and adaptive to change.

## Snapshot of Actions

No.	Action	State
1	Strengthen the use of the updated Inclusive SA Accessible Community Events Toolkit in our event planning and delivery.	Inclusive environments & communities
2	Develop and implement a post event assessment process to strengthen event inclusion and accessibility for people with disability at council led events.	Inclusive environments & communities
3	Provide training for staff and volunteers by developing and implementing an 'Access and Inclusion Awareness and Competency Framework'	Inclusive environments & communities
4	Develop a mechanism to record activities delivered that improve community attitudes towards people with disability including workplace initiatives that promote disability inclusion.	Inclusive environments & communities
5	Improve disability, access and inclusion outcomes by implementing initiatives developed by the Diversity, Equity and Inclusion Committee.	Inclusive environments & communities
6	Add to the Communication 'Roadmap' significant dates and topics that increase awareness and improve attitudes towards people with disability (both internally and externally).	Inclusive environments & communities
7	Work towards becoming Dementia Friendly.	Inclusive environments & communities
8	Expand the Sunflower Hidden Disability Program across council teams and services.	Inclusive environments & communities
9	Review and reinvigorate Better Access is Better Business Program including implementing a communications schedule.	Inclusive environments & communities
10	Review and strengthen questions in the annual community survey to measure local community attitudes towards people with disability and associated disability priority groups.	Inclusive environments & communities
11	Maintain local partnerships with disability advocacy groups to ensure voices of people with disability are heard.	Inclusive environments & communities
12	Extend and track the range of programs and services delivered with and for (State Plan) priority groups.	Inclusive environments & communities

## Snapshot of Actions

No.	Action	State
13	Connect with South Australian Aboriginal Community Controlled Organisation Network (SAACCON) to support the alignment of ICAP actions with Closing the Gap targets.	Inclusive environments & communities
14	Update and maintain asset register to ensure tracking of accessibility modifications to council infrastructure, public spaces, play areas, and new council projects or developments that incorporate Universal Design.	Inclusive environments & communities
15	Update design guidelines to ensure best practice for accessible signage at Noarlunga civic building, libraries, community centres, arts venues and associated amenities.	Inclusive environments & communities
16	Update and maintain asset register to record accessibility modifications in parks, reserves, and beaches (including facilities within these areas).	Inclusive environments & communities
17	Conduct beach accessibility audits to determine holistic disability access requirements and opportunities.	Inclusive environments & communities
18	Conduct a pilot assessment of Positive Ageing Centres to determine status of accessible carparking and carpark lighting compliance.	Inclusive environments & communities
19	Undertake accessibility audits across a range of council civic and community spaces using universal design principles.	Inclusive environments & communities
20	Update and maintain asset register to record all toilet facilities (existing and new) across council that meet accessibility standards.	Inclusive environments & communities
21	Promote accessible toilet facilities available across council using online communication methods.	Inclusive environments & communities
22	Apply for Changing Places funding and if successful, deliver a Changing Places facility in the region.	Inclusive environments & communities
23	Develop a mechanism to record materials developed in accessible formats.	Inclusive environments & communities
24	Review accessibility of council's website in line with WCAG 2.2 level AA standards.	Inclusive environments & communities



## Snapshot of Actions

No.	Action	State
25	Update corporate style guides to include standards for accessible communication formats like Easy Read and Plain English.	Inclusive environments & communities
26	Conduct photoshoot and procure images for the asset bank library showcasing diversity and disability, including priority groups. Communicate purpose and invite staff at our various worksites to nominate to participate and be photographed (subject to consent).	Inclusive environments & communities
27	Deliver Aged Access Onkaparinga project and creation of accessibility guides.	Inclusive environments & communities
28	Strengthen council's use of assistive communication tools like Auslan Interpreters, Telephone Interpreting Service (TIS) and augmented communication devices like hearing loops.	Inclusive environments & communities
29	Strengthen involvement and decision making of people with disability and ACCOs in community matters through the 2026 Review of Engagement Framework, drawing on recommendations from the 2024 review against the Inclusive SA Accessible Engagement Toolkit.	Inclusive environments & communities
30	Review and update Terms of Reference across Community Centre advisory groups to support diverse representation.	Inclusive environments & communities
31	Advocate for government support in accessible and affordable housing options for people with disability, with consideration of disability sector feedback.	Inclusive environments & communities
32	Develop a mechanism to track the number of people with disability accessing libraries, youth services and community centre programs	Education & employment
33	Develop a mechanism to track participants with disability undertaking Adult Community Education (ACE) in Community Centres.	Education & employment
34	Implement initiatives, record number and explore options to encourage volunteering opportunities for people with disability.	Education & employment
35	Utilise disability employment recruitment platforms like Job Access during recruitment of council roles.	Education & employment
36	Provide inclusive recruitment training to people leaders.	Education & employment

## Snapshot of Actions

No.	Action	State
37	Investigate and report on the use of positive discrimination strategies to support disability employment, such as using a disability employment register for recruitment.	Education & employment
38	Review and maintain the Diversity, Equity and Inclusion Policy.	Education & employment
39	Use the Diversity, Equity and Inclusion Committee (DEIC) supported by the Diversity, Equity and Inclusion Policy to identify, monitor, and support workplace practices that enable people with disability to access, remain and succeed in employment.	Education & employment
40	Create a 'Resource Hub' on the intranet to increase people leader knowledge of workplace practices and share learned experiences that support equal opportunities for people with disability.	Education & employment
41	Increase employment opportunities by developing an Onkaparinga Disability Employment Traineeship Program; and consider disability criteria for council's graduate program.	Education & employment
42	Establish and strengthen collaboration and partnerships with service providers and community organisations through the Onkaparinga Regional Disability Network.	Personal & community support
43	Participate in the Local Government Access and Inclusion Network (LGAIN), Community of Practice meetings and with external disability service providers.	Personal & community support
44	Collaborate with the National Disability Insurance Agency (NDIA) to support initiatives for priority groups.	Personal & community support
45	Introduce a cross departmental council (ICAP) delivery group with terms of reference to support ICAP delivery.	Personal & community support
46	Develop a mechanism to capture how our community grants are distributed that enhance disability inclusion.	Personal & community support
47	Promote the programs run by the hazard leaders and control agencies, and if there is an identified gap in their offerings, lobby for them to improve what they can deliver to people with disability.	Safety, rights & justice



# Glossary and definitions

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Definitions of key terms, abbreviations and explanation of terminology that may be unfamiliar are provided:

## **Advocacy**

Supports that help people with disability speak up, understand their rights and make decisions. This can apply to an individual, service, group or organisation.

## **Augmentative and Alternative Communication (AAC)**

Ways to communicate other than speech, which may involve body movements and gestures as well as technology, communication books or printed materials.

## **Best practice**

A method that has generally been accepted as superior to alternatives.

## **Built environment**

Human made structures, features and facilities viewed collectively as an environment in which people live and work.

## **Choice and control**

The ability of people with disability to make decisions about their own lives. This includes the meaningful involvement in the design and governance of services and systems.

## **Closing the Gap**

A government strategy and a national agreement focused on improving life outcomes for Aboriginal peoples.

## **Disability Access and Inclusion Plan (DAIP)**

Developed by State Authorities (state government agencies and local councils) to improve access and inclusion for people with disability.

## **Disability Inclusion Act 2018 (SA)**

A South Australian Law that guides efforts to improve access and inclusion for people with disability. It requires the development of the State Disability Inclusion Plan and local DAIPs.

## **Diversity**

Any dimension that can be used to differentiate groups and people from one another. It empowers people by respecting and appreciating what makes them different.

## **Intersectionality**

How the different aspects of a person's identity, such as their gender, race, class, sexuality and disability can interact and overlap to create experiences of discrimination and marginalisation.

## **LGBTQIA+**

An inclusive term that stands for lesbian, gay, bisexual, transgender, queer, intersex, asexual and other diverse identities.

## **Lived experience**

The personal knowledge and understanding a person has through direct, first-hand experience of disability.

## **National Disability Insurance Scheme (NDIS)**

The NDIS is an Australian Government initiative that provides funding for reasonable and necessary supports for people under 65 who have a significant and permanent disability.

## **Neurodivergence and neurodivergent**

A non-medical term describing neurological variations. Neurodivergent in contrast to neurotypical is used to describe people who may have one or more ways in which their brain functions differently to the 'typical' way. Some Autistic people refer to themselves as neurodivergent.

## **Priority groups**

The Disability Inclusion (Review Recommendations) Amendment Act 2024 defines 7 priority groups of people that may experience overlapping disadvantage.

## **United Nations Convention on the Rights of Persons with Disabilities**

The convention is a human rights treaty that aims to change attitudes and approaches to people with disability. It reaffirms that all people with disability must enjoy human rights and fundamental freedoms.

## **Universal design**

Universal Design involves creating facilities, built environments, products and services that can be used by people of all abilities, to the greatest extent possible, without adaptations.

## **SEIFA Index**

Stands for Socio Economic Indexes for Areas and is a set of indexes created by the Australian Bureau of Statistics to measure relative socio economic advantage and disadvantage across geographic areas in Australia. The lower the SEIFA index, the greater the disadvantage.



The Inclusive Communities Action  
Plan 2026–30 is available online  
at [onkaparingacity.com](https://onkaparingacity.com)

If you require a copy in an alternative  
format, (such as Easy Read or an  
accessible word version), please  
contact the council on 8384 0666  
or [mail@onkaparinga.sa.gov.au](mailto:mail@onkaparinga.sa.gov.au)

**City of Onkaparinga**

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# EM SESSION SUMMARY

(10 February 2026)

## INCLUSIVE COMMUNITIES ACTION PLAN 2026-30

### IN ATTENDANCE

Mayor Were, Cr's Fisher, Platten, Pritchard, Davis, Themeliotis, Eaton, Jew and Greaves

Apologies: Cr's Bell, Wilkes, Yeomans and Stafford

### PRESENTERS

External: James Murphy, Policy and Research Leader, Purple Orange

Internal: Andrew Brown, Inclusive Communities Project Officer

Paul Wright, Manager Community Capacity

### WORKSHOP PURPOSE

The purpose of the workshop was to provide elected members:

- The importance of access and inclusion
- An overview of the new State Disability Inclusion Plan 2025–29
- Outcomes from our Inclusive Communities Action Plan 2021–24
- Information on our new draft Inclusive Communities Action Plan 2026–30
- An opportunity to provide input into our new draft Include Communities Action Plan 2026–30.

### SUMMARY OF DISCUSSION/QUESTIONS

#### Presentations

James Murphy provided information about Purple Orange and the importance of access and inclusion.

James shared examples of positive access and inclusion including with the Hopgood Theatre refurbishment which not only provided places and spaces but also experiences, artist access to grants and opportunities to perform.

James also highlighted the Beachside Food and Wine Festival held on Saturday which delivered the sunflower hidden disability initiative, as well as the importance of events having sensory tents and spaces where all people can find a safe and comfortable space to be a part of the event.

Paul Wright and Andrew Brown provided an overview of the State Disability Inclusion Plan 2025–29, outcomes from our Inclusive Communities Action Plan 2021–24 and information on our new draft Inclusive Communities Action Plan 2026–30.

## Elected member questions

Questions and responses raised by elected members during the presentations by James Murphy and staff are shown below.

### **What the best question elected members could be bringing to their decision making when examining policy and budgets?**

The best questions are to ask people with disability who are using services what they think.

Codesign is the preferred approach, people will know what will work better from a user perspective.

Go out and door knock, speak to people, be aware what they tell you and what they need.

### **Are the local Government roles against each Domain prescribed or is this our interpretation?**

This is our interpretation, however each Domain and action in the State Disability Inclusion Plan 2025–29 indicates which State Authority is responsible for the action.

### **Are communication boards standardised in the state or across Australia?**

We have used a company called Two Way Street as we identified they adopt best practice.

We are unsure if it is national standard, but they have a high profile and are used by other councils.

### **Are there high-level guiding principles that sit over this noting that this will help to embed the work in matrix and decision making? It should be part of everything we do.**

Like our work with the Reconciliation Action Plan, this is a culture piece, with the goal that access and inclusion is undertaken as business as usual, a part of everyday life and embedded culturally in everything we do.

We are guided by the State plan and lots of insights from those with lived experience.

### **What is the perspective around carers in all this? Unless a carer is connected and supported it can have ramifications on the individual they are caring for. Do the sector see that both are important or are we behind that we need to put people with disability front and centre?**

This can be a contentious issue as there are 2 different perspectives to capture. A person with disability is the person who should be asked their perspective in the forefront, not having supporters or people caring for them speaking for them, not substituting decision making.

Carers and supporters play an important role but it should be captured as that, rather than on behalf of.

It is important to hear from both perspectives, and we are still transitioning from when people with disability didn't have a voice at all. It's important to amplify this to get on a level playing field.

### **Have we had any complaints through a human right submission that could impact on how go forward?**

Not that we are aware of, however we do receive complaints and feedback through our Customer Relations team at times.

Following the workshop, we confirmed with the Governance team that we have not received any formal complaints through the Australian Human Rights Commission relating to disability discrimination.

### **Considering our own organisation and employees, do we have targets for employees with disability? How are we including our own people (staff and volunteers) who have a lived experience quota in our own community and how does this translate into this work?**

Our Diversity Equity and Inclusion Committee (DEIC) is an internal committee that acts on behalf of



the organisation to drive and foster diversity and inclusion priorities.

We are considering the interconnection of the DEIC and the Inclusive Communities Action Plan in our future work.

**Do we have an understanding beyond the Australian Bureau of Statistics (ABS) about where high population of disability is to focus resources and intention on. Education has good data and potentially the AEDC data which has units that focus on disability. Can this be broken down to suburb level?**

Our main source of data comes from the ABS data.

We will investigate other available data sets including from schools and NDIS as we finalise the Inclusive Communities Action Plan, including exploring statistics for suburbs or districts.

#### **How is the Plan reported back to the state government?**

We are required to report annual progress to the Department of Human Services (DHS).

DHS collates these reports into a State Plan Annual Report, which is provided to the Minister for Human Services in June every year and tabled in Parliament.

The report consists of a mixture of qualitative and quantitative information.

Other elected member feedback or comments are shown below:

- When the Plan goes to Council, please can we consider people with lived experience give a deputation or present to Council.
- Ensure that the Plan includes visual representation of people and places that are local and relevant to our council area.
- Identifying any potential cos shifting from State Government.

## **WORKSHOP**

Elected members were asked to note under each domain what actions we could take to strengthen access and inclusion and improve outcomes for people with disability.

Elected member responses are shown below under each State Plan Domain:

#### **Domain 1 – Inclusive environments and Communities**

- Auditing with a disability lens.
- Decision making tools include disability outcome/view such as matrix and evaluations.
- Engage with retirement village committee identifying their needs.
- Sensory spaces.
- Review of programs run from community / positive ageing centres and assessment of the issues.
- Set up champions, buddies and mentors between elected members and people with disabilities.

#### **Domain 2 – Education and community support**

- Economic outcomes such as start up support, soft skills and business mentoring
- Disability inclusion training and education for all
- Visibility of disabilities for everyone.
- Library touch points – libraries are leading the way but can always be more engaged.
- Set a target for employees and volunteers with disability in the workforce.
- Target trainees and apprentices for our workforce.
- Training to have sunflower lanyards for all staff, volunteers and elected members.

#### **Domain 3 – Personal and community support**

- Disability group like Onkaparinga Youth Committee (OYC).
- Opportunity for employment and volunteering, targeting people with disability at community, positive ageing and youth centres etc.

- Co design accessibility - get involved in many ways.
- Social stories for assets / activities.
- Better representation in our communication visuals.

#### **Domain 4 – Health and wellbeing**

- Host expos specifically for people with disability and carers.
- Review of community bus and transport.

#### **Domain 5 – Safety, rights and justice**

- Signage in areas where people walk through reserves indicating the risks.
- Footpath is uneven where there is an aging population, elderly people walking and roads.
- Help people with disabilities encouraged to run for council
- Braille on new signage etc.

### **NEXT STEPS**

- |    |   |                    |
|----|---|--------------------|
| 1. | Council endorse draft ICAP for community engagement | 17 March 2026      |
| 2. | Community engagement                                | March – April 2026 |
| 3. | ICAP submitted to Council for final endorsement     | 16 June 2026       |
| 4. | Final ICAP submitted to DHS per legislation         | 17 June 2026       |

ACTIONS		PROGRESS UPDATE	PROGRESS COMPLETE
2021	1. Extend the range of free/low cost accessible and inclusive programs and services delivered with community	<ul style="list-style-type: none"> <li>Diverse programs continue to be offered in community, youth, positive ageing, Neporendi and libraries catering for all abilities.</li> <li>Completed the Age Friendly Onkaparinga Project, which identified opportunities and improvements to increase accessibility and age friendliness at community centres.</li> <li>Inclusive sport offered through sport and recreation facilities, programs and services such as at Niipu-niipu Wama Reserve in partnership with Roger Rasheed Sports Foundation.</li> </ul>	
	2. Develop and distribute the Better Access Better Business inclusive guide to support businesses to become more inclusive	<ul style="list-style-type: none"> <li>Better Access is Better Business program developed and implemented.</li> <li>Online materials include a best practice guide to accessibility, promotional and training videos.</li> <li>Easy to follow toolkit with templates created for businesses.</li> </ul>	
	3. Engage with people with lived experience of access and inclusion through the reinvigoration of a Disability Inclusion Reference Group	<ul style="list-style-type: none"> <li>Disability Engagement Focus Group (DEFG) created to contribute towards access and inclusion matters. The DEFG has diverse representation of people with lived experience of disability across all ages and have been essential in the development of the new draft Inclusive Communities Action Plan 2026-30.</li> <li>Engagement has also been achieved through: <ul style="list-style-type: none"> <li>the Local Government Access and Inclusion Network which provides monthly networking, learning opportunities and collaborative projects across local government.</li> <li>the Regional Disability Group which provides regional sector networking, shared learnings and deeper understanding of lived experience.</li> <li>our Ability Program where we hear directly from people with lived experience and their families.</li> <li>Community of Practice forums facilitated by people with lived experience of disability focusing on universal design, training and awareness, engagement and employment.</li> </ul> </li> </ul>	



ACTIONS		PROGRESS UPDATE	PROGRESS COMPLETE
		<ul style="list-style-type: none"> <li>- Onkaparinga Dementia Friendly Alliance South Australia, who coordinates activities contributing towards a dementia friendly community. Recent connections have supported our positive ageing centres becoming more dementia friendly.</li> <li>• Engagement Framework Review 2024 included recommendations on how to involve lived experience perspectives in council matters.</li> </ul>	
	4. Improve inclusivity and accessibility criteria of relevant grant programs	<ul style="list-style-type: none"> <li>• Inclusive Communities Project Officer assessor on the grant assessment panel in 2022 and 2023. Feedback provided on how the grants programs can be more inclusive and better align with Inclusive Communities Action Plan outcomes.</li> <li>• Introduction of new inclusive criteria in grant guidelines in 2021 and further strengthened in 2024 with 'disability' included as a priority group and given greater weighting in scoring matrix.</li> <li>• Inclusive Communities Project Officer included as a subject matter expert as part of revitalised Onkaparinga Community Grants Program and is part of the 2026 Engagement Framework Review.</li> </ul>	
	5. Develop a method to track the percentage of people with disability employed or volunteering with City of Onkaparinga	<ul style="list-style-type: none"> <li>• Staff profile campaign 'What makes you, you, makes us, us' undertaken to capture disability information.</li> <li>• Diversity Equity and Inclusion Policy and Workforce Plan updated to support disability recruitment, employment and volunteering.</li> <li>• Process for ongoing data capture now complete, however, it is not compulsory for staff to provide this information. As such, it is only possible to track the number of people who have chosen to disclose they have a disability.</li> </ul>	
	6. City of Onkaparinga Team Value Awards includes an Inclusion category	<ul style="list-style-type: none"> <li>• Action is now redundant – Team Value Awards are no longer a council program. This was formally removed as a deliverable in the Plan.</li> </ul>	

ACTIONS		PROGRESS UPDATE	PROGRESS COMPLETE
2022	7. City of Onkaparinga employee induction (onboarding) and volunteering process includes access and inclusion	<ul style="list-style-type: none"> <li>Special Broadcasting Service (SBS) Core Inclusion Modules used as part of onboarding and introduced for all existing staff. Modules released to all staff include Disability Awareness, Diversity and Core Inclusion, and First Nations.</li> <li>New Diversity Training Module created by Learning and Development and made available as part of onboarding in 2025.</li> </ul>	
	8. Create Easy Read versions of strategies and action plans published on City of Onkaparinga website	<ul style="list-style-type: none"> <li>Accessible Easy Read versions of the Community Vision 2034 and Inclusive Communities Action Plan available on our website.</li> <li>All other identified strategies and plans converted to plain English or Easy Read based on primary audience.</li> <li>Staff trained in Easy Read and accessible communications.</li> </ul>	
	9. Explore the application of universal design principles to new and existing infrastructure	<ul style="list-style-type: none"> <li>Universal design is considered in project design scopes.</li> <li>Universal design principles applied to new and existing footpaths, road bridges, car parks lighting, open spaces, road sign renewals/improvements.</li> <li>Council's landscape designers and architects trained in universal design.</li> </ul>	
	10. City of Onkaparinga employees are supported to undertake access and inclusion related training	<ul style="list-style-type: none"> <li>Dedicated training on disability inclusion, dementia awareness, neurodivergence, inclusive recruitment, LGBTQIA+ and disability, accessible events and communications provided to staff across the organisation and run by specialists organisations such as Purple Orange and Dementia Australia.</li> <li>Special Broadcasting Service inclusion training has been delivered for all staff, including a module focussed on disability.</li> </ul>	
	11. Increase employment opportunities at City of Onkaparinga for people with a disability	<ul style="list-style-type: none"> <li>Business mentoring program led by disability advocate Purple Orange focusing on disability employment.</li> <li>When employment roles are advertised, descriptors now actively encourage people with disability to apply.</li> </ul>	

ACTIONS		PROGRESS UPDATE	PROGRESS COMPLETE
		<ul style="list-style-type: none"> <li>Reasonable adjustments are made in interviews in support of inclusive recruitment practices.</li> </ul>	
	12. Include disability awareness information and training in elected member induction processes.	<ul style="list-style-type: none"> <li>Elected members provided access to training in Disability Awareness, Diversity and Core Inclusion as part of induction process.</li> <li>Access and inclusion information shared as part of the elected member workshop on 10 February 2026.</li> </ul>	
2023	13. Implement a mechanism to record <i>Disability Discrimination Act 1992</i> (DDA) issues, complaints and outcomes	<ul style="list-style-type: none"> <li>A system has been developed using our customer relations reporting mechanisms in One Council. Discrimination issues, including disability discrimination will now be classified as a Tier 2 complaint, to be escalated and managed by Corporate Governance upon receipt of the complaint.</li> <li>A reporting structure has been developed alongside the procedure. The data from this report can be used to demonstrate historical trends.</li> <li>We have also created a reporting mechanism in One Council.</li> </ul>	
	14. Audit car park lighting to identify compliance issues on disability parking and determine priority for future upgrade of lighting to comply with current Australian Standards	<ul style="list-style-type: none"> <li>Audit undertaken by council's asset planner of car park lighting locations requiring compliance upgrades.</li> <li>These priority sites have been recorded on council's GIS mapping for future upgrade to comply with current Australian Standards.</li> </ul>	
	15. Explore feasibility and partnership opportunities to improve beach accessibility	<ul style="list-style-type: none"> <li>Universal access beach mat trial conducted at Moana Beach. Beach accessibility also considered at the foreshore for both Moana and Sellicks Beach including providing protection from the elements for people living with disability.</li> <li>General beach accessibility improvements have included increased parking, seating, ramps, handrails and amenities like accessible toilets and drinking fountains.</li> <li>Planning underway to conduct future beach accessibility audit as part of new Inclusive Communities Action Plan and the exploration of potential partnerships.</li> </ul>	



ACTIONS	PROGRESS UPDATE	PROGRESS COMPLETE
16. Provide meaningful volunteer opportunities for people living with disability	<ul style="list-style-type: none"> <li>• Volunteer application form simplified for accessibility.</li> <li>• Survey of volunteers conducted to identify disabilities and to match opportunities to skill sets and interests.</li> <li>• Multiple disability inclusion sessions conducted with volunteers.</li> </ul>	
17. Ensure corporate templates and forms are accessible and incorporate inclusion as a standing item in team meetings.	<ul style="list-style-type: none"> <li>• Council's new communications style guide now incorporates accessible language guidelines.</li> <li>• A review of corporate templates and forms identified those requiring accessibility improvements based on these guidelines with updates being made in line with the style guide.</li> </ul>	
18. Incorporate Inclusive SA Communication toolkit into City of Onkaparinga Communication Guide	<ul style="list-style-type: none"> <li>• Toolkit reviewed and implemented, and improvements being tracked by communications team.</li> <li>• Improvements have included using more accessible and simplified language, guidelines for use of images, colours and formats.</li> <li>• The introduction of an accessibility widget on council's website with simple to use icons to support screen readers, closed captions and accessible fonts has been effective.</li> <li>• Auslan interpreters are being used at programs and activities across council.</li> </ul>	
19. Implement Inclusive SA engagement toolkit within our engagement practice	<ul style="list-style-type: none"> <li>• Toolkit reviewed and cross checked against existing engagement procedures and methods to ensure best practice.</li> <li>• A review report has been compiled on how we can strengthen our engagement techniques with people living with disability. This has been included as a reference document to inform our Engagement Framework Review in 2026.</li> </ul>	
20. Implement Inclusive SA event toolkit in our event planning and delivery	<ul style="list-style-type: none"> <li>• Events team use this toolkit as a reference in event coordination and facilitation. Examples include 'sensory hour' at Trucks on Tour, portable accessible toilets at events, sensory spaces, clear signage and dedicated spaces for accessible viewing.</li> </ul>	

ACTIONS		PROGRESS UPDATE	PROGRESS COMPLETE
	21. Implement Inclusive SA toolkit for signage, wayfinding and multimedia devices	<ul style="list-style-type: none"> <li>This toolkit has been embedded into our signage guidelines and actively used as part of our signage work improvements.</li> <li>Multimedia devices have been delivered through the use of our online website accessibility widget.</li> </ul>	
	22. Incorporate Inclusive SA Play Guidelines where appropriate when designing our playgrounds and play spaces	<ul style="list-style-type: none"> <li>Guidelines considered by asset planners, project and work teams and architects when designing playgrounds.</li> <li>The result has included installation of equipment and spaces where people of all abilities can participate safely, such as at Wilfred Taylor Reserve playground and with features like communication boards and sensory fidget activities adding to the inclusive experience.</li> </ul>	
	23. Install signs on our buildings indicating disability access once accredited	<ul style="list-style-type: none"> <li>New disability signage has been installed across council on toilets, lifts, building entrances, within buildings with use of braille and universally recognised icons.</li> <li>Dementia friendly signage has been placed at specific locations at our positive ageing centres to provide easy to follow directions and to label utilities and services like hot taps and kettles with boiling water.</li> <li>Several audits have occurred at community centres and are planned at other community facilities to identify future signage requirements.</li> </ul>	

## Progress key

Green – Completed

Yellow – On track

Blue – Yet to commence

## 10.2 PETITION RESPONSE: FAIRER FINANCIAL SUPPORT FOR COMMUNITY OWNED RECREATION FACILITIES

### Report contact

Jeremy Bell, Team Leader Sport Development (Acting)

### Manager

Stuart Purves, Manager Libraries, Customer Relations and Recreation

### Director

Jani Baker, Director Community

### Meeting

Council

### Date

17 March 2026

### 1. Purpose

The purpose of this report is to respond to Council's resolution from 16 September 2025 and present findings of investigations into financial and operational support provided by council to community owned and council owned sport and recreation facilities.

### 2. Recommendations

It is recommended that Council:

1. Notes the agenda report.
2. Notes the current council arrangements in place that support the governance and operations of community owned sport and recreation facilities.
3. Includes consideration of community owned sport and recreation assets in future strategic advocacy initiatives where appropriate.
4. Notes staff will continue investigations to consider capital project support options for community owned facilities.
5. Approves providing the Sports Ground Irrigation Subsidy to Willunga Recreation Park commencing in 2026-27 financial year, recognising its broader community use and aligning with irrigation subsidies provided to comparable council owned facilities.
6. Approves developing an annual funding agreement with Cherry Gardens Ironbank Recreation Ground to support their community toilet cleaning and maintenance operations consistent with arrangements for other community owned multi-use sporting facilities.

### 3. Executive summary

This report responds to the resolution of the 16 September 2025 Council meeting where a petition (attachment 1) seeking equitable financial support for community owned sport and recreation facilities was received and noted. This report presents findings from investigations into the financial and operational support provided to both community owned and council owned facilities within the City of Onkaparinga.

There are five community owned sport and recreation facilities in the City of Onkaparinga - Willunga Recreation Park, Cherry Gardens Ironbank Recreation Ground, McLaren Vale Sporting Complex, Willunga Bowling Club and McLaren Vale Bowling Club. These community facilities are vital in the provision of venues for sport, recreation, events, and social connection. They contribute significantly to the physical and mental wellbeing of residents, enhance the vibrancy and resilience of our local community and demonstrate significant levels of volunteerism and community leadership.



The petition outlines key requests which have been addressed and are detailed in the information provided in attachment 2.

Council provides a broad range of support to all council and community owned sport and recreation facilities however, some differences exist based on ownership status and water supply options available at different locations.

It is important to note that inherent differences in facility ownership make it impossible to draw 'like for like' comparisons. This report aims to provide general observations and comparisons, noting this has resulted in some immediate benefits to community owned facilities. It is recommended that further work is undertaken to fully understand opportunities that may be realised for community owned facilities.

Councils are responsible for planning, funding and renewing assets they *own or control*. Community owned buildings are not recognised as council assets and aren't included in Council's long-term asset or financial plans. Council contributions toward capital works at community owned facilities is currently funded through borrowings or through our grant programs.

### **Council owned facilities**

- Asset management and many maintenance functions are managed by council including asset renewal and capital works planning processes. Facilities operate under structured lease or licence agreements with defined maintenance responsibilities.
- Benefit from sports ground turf maintenance, hard-court subsidies and receive governance training, council grants, advocacy, and strategic planning assistance provided by council.

### **Community owned facilities**

- Receive oval and hardcourt maintenance services, are eligible for rate rebates (where the *Recreation Grounds Act* does not apply), and have autonomy over naming rights, facility planning and financial agreements.
- Can independently initiate capital works and, secure loans using their assets and receive council's sports ground turf maintenance and hard-court maintenance subsidies.
- Community owned facilities can also benefit from governance training, grants, advocacy for grant funding, and strategic planning assistance provided by council.

It is important to note that community owned facilities enjoy a higher level of operational and planning autonomy than council owned facilities.

As community run organisations, community owned facilities can access support available to the broader social enterprise and community business sector, including business development resources, governance support and capacity building opportunities.

Whilst council is not legally obligated to support community owned assets, there are opportunities to enhance their sustainability through improved agreements, processes and strategic engagement, in recognition of the wide community benefits they provide.

Applying council's standard asset management practices to community owned facilities is problematic as community sites are not legally under the care and control of council, therefore any potential framework to support community owned facilities will need to consider risks and budget implications.

This report highlights the current arrangements, gaps and recommends actions such as formalising community owned toilet maintenance agreements, providing irrigation subsidies consistent with what is provided at council owned facilities and establishing mechanisms for strategic planning and advocacy inclusion, considering budget impacts, legal responsibilities and risk management.

Recommendations include:

- Considering community owned assets in strategic funding advocacy initiatives
- Reviewing maintenance, cleaning, insurance and rate rebate arrangements for community owned facilities
- Continue investigations to consider capital project support options.

These actions aim to strengthen partnerships and ensure a more clearly defined approach to support across sport and recreation assets.

#### 4. Background

Policy and/or relevant legislation	<i>Local Government Act 1999</i> Community Vision 2034 Sport and Active Recreation Action Plan Sporting Clubs Fees and Subsidies Review Grants and funding Partnerships Framework 2025–30 <i>Recreation Grounds Rates and Taxes Exemption Act 1981</i>
Who did we talk to/who will we be talking to	Willunga Recreation Park McLaren Vale Sporting Complex Cherry Gardens Ironbank Recreation Ground Willunga Bowling Club McLaren Vale Bowling Club Council staff Staff from metropolitan and regional councils

The petition submitted by Willunga Recreation Park on behalf of the five community owned sport and recreation facilities in the City of Onkaparinga, calls for fairer assistance for community owned sporting facilities when compared to that provided for council owned facilities.

Immediate requests are:

- Reduction of irrigation costs at Willunga Recreation Park and McLaren Vale Bowling Club to 20 per cent of cost
- Allocation of community owned hall maintenance subsidy to Willunga Recreation Park for the Show Hall (Note: this has been actioned)
- Consultation process regarding high priority capital improvement needs for the coming three-to-five-year period
- Specific reference to community owned centres in relevant documents and advocacy plans as they are developed.

To be phased in over a three-year period, the petition requests:

- Improved community toilet cleaning allocation for Cherry Gardens and McLaren Vale (within one year)
- Subsidy for building insurance rising to 40 per cent over three years (13%, 26%, 40%)
- Subsidy for building and machinery maintenance rising to 40 per cent over three years (as above).

It is recognised that rising operational costs, particularly electricity and facility maintenance costs, are placing increasing pressure on local sporting clubs and council. Through regular

engagement, we aim to understand these challenges and explore ways we can support sporting clubs to maintain sustainable and well managed facilities.

To assist in preparing this report, council staff have met with all community owned sport and recreation facilities in the City of Onkaparinga to gain further understanding of the pressures being experienced and the current supports they receive.

In general, the sentiment from clubs is that they appreciate the current support provided by council, however each identified areas where they would appreciate further support including building insurance and maintenance costs, water costs and capital works support, as highlighted by the petition.

Council is currently undertaking further work in these areas across multiple parts of the organisation that will benefit community owned and council owned sport and recreation facilities including:

### **Developing purchasing guidelines**

As part of the Multi-use Sporting Facilities Governance and Operations project, Purchasing Guidelines to assist multi-use sporting facilities and clubs to consider purchasing and bulk purchasing opportunities are being developed. The resource is currently in draft format and includes guidance on different components of purchasing including electricity and gas, insurance, sanitation, solar power, food and beverages, equipment, and book keeping and financial services. The resource also includes guidelines for bulk purchasing if clubs wish to form their own consortium and bulk purchasing arrangements. This resource will be made available to sporting clubs through the Development Tools and Resources page on our website and shared at the next Multi-Use Sporting Facilities forum to be scheduled April/May 2026.

### **Energy efficiency project**

Investigations are underway for options to further support local multi-use sporting facilities and sporting clubs with their energy costs. This review includes exploring the most practical options to help reduce energy bills for local sporting clubs and facilities.

### **Onkaparinga Grants Program**

As part of a strategic review of council's grants program, a comprehensive suite of funding opportunities tailored to support individuals, community organisations, events, and businesses are available. Sporting clubs, including community owned, are eligible to apply for facility improvements, programs, events, sustainability initiatives, and heritage conservation funding.

### **Reviewing discretionary rate rebate entitlements and eligibility**

Council administration has reviewed the rate rebate eligibility and process to ensure it is clear, fair, and easy to understand. This was the subject of a Council Report on 9 December 2025 and recommendations changes to the 2026-27 rate rebate process and policy such as use of an evaluation matrix in the assessment process. All current discretionary rebate recipients will be required to lodge a new application for 2026-27 financial year.

### **Reviewing waste management entitlements for sporting clubs**

As part of the Waste Service Entitlement Review, council is reviewing kerbside bin use and service entitlements across a range of categories to ensure fairness, consistency, and financial sustainability across the community. This work has commenced, and sporting clubs are scheduled for review in 2027.



This work provides examples of council delivering on its Sport and Active Recreation Action Plan 2021–25 including Appendix 2, Goal 3 – *Define funding responsibilities for council and community owned sporting facilities that acknowledge and recognise the capacity, role and value of sporting clubs in our community.*

## 5. Discussion

In the City of Onkaparinga, sporting facilities operate under different ownership models, including State Government, Council, community, and private ownership. Attachment 3 details common sporting facilities ownership arrangements.

This report focuses on council owned facilities, where clubs manage their operations under lease or licence agreement with council and community owned facilities, both of which are run by volunteer based not-for-profit organisations.

Understanding the scale of council's involvement in sport and active recreation infrastructure provides context for the support arrangements currently in place and the concerns raised in the petition. Council manages a wide range of assets including 123 sport and recreation buildings, 203 hard courts and 53 playing fields supporting over 200 sporting clubs.

Given the scale and diversity of sport and recreation assets, a major review of Sporting Club Fees and Subsidies in 2023 established cost sharing principles between council and clubs. These arrangements included funding responsibilities for council and sporting clubs, including 80 per cent council and 20 per cent club contributions for building and ground maintenance, and 50:50 contributions for tennis and netball court maintenance, both arrangements in recognition of shared use by clubs and broader community use. Sporting Club subsidies that council provide include:

- 80 per cent subsidy for building maintenance costs through the lease fee
- 80 per cent subsidy for sports ground maintenance and irrigation costs for SA Water irrigated sites
- 80 per cent subsidy for sports ground maintenance costs for bore water irrigated sites
- 50 per cent subsidy for hardcourt maintenance costs of council leased courts
- 50 per cent subsidy for recoating costs of community owned tennis and netball courts
- Annual operational funding for Surf Life Saving.

The review, which included benchmarking against 27 other councils, was endorsed at the July 2023 Council meeting.

Community owned facilities benefit from subsidies for hard court recoating and turf maintenance which contribute to the supply of safe, fit for purpose playing spaces that encourage participation in sport and recreation.

### Current Status

City of Onkaparinga is committed to supporting community sport and recreation as reflected in our Community Vision 2034 and Sport and Active Recreation Action Plan 2021–25. Council provides services to assist all clubs and associations to remain well managed, sustainable and contribute meaningfully to community wellbeing.

Council values the role of community owned clubs in promoting wellbeing, social connection, and active lifestyles and acknowledges and supports the volunteers who manage these facilities, recognising their leadership and role in maintaining vibrant, inclusive spaces and facilities for community sport and recreation.

Council provides significant support to both community owned and council-owned sport and recreation facilities, however the type and scope of support can vary depending on ownership status, particularly in areas relating to maintenance responsibilities, capital works planning, insurance and formal asset management. Council owned facilities operate within formal frameworks and budget cycles, while community owned facilities benefit from greater autonomy and financial independence.

Council has provided financial support to both community and council owned sporting facilities. In 2024–25, \$1.9 million was spent on maintenance relating to council owned sporting facilities with \$150,000 received in lease revenue from clubs. Council has also provided financial support to community owned sporting facilities. Recent examples include:

- \$90,535 on turf maintenance in 2023-24 and 2024-25 financial years
- \$646,527 on capital works projects from 2019 to current
- Awarding \$133,135 in grants since 2022
- \$5,313 per year in support for community toilet maintenance and cleaning and supplies at Willunga Recreation Park and McLaren Vale Sporting Complex.

Attachment 4 outlines the services currently provided by council to both community and council owned multi-use sporting facilities and highlights areas where both groups receive similar support and where there are differences. The table below outlines the key differences.

<b>Council owned facilities</b>	<b>Community owned facilities</b>
Council owns land and assets, clubs pay a licence or lease fee to occupy	Clubs own and operate facilities, may be eligible for rates rebates
Receive building maintenance services and property and tenancy support	Manage their own building maintenance and operating expenses
Capital works delivered through council's Project Capital Works framework and budget cycles. Eligible for planned asset upgrades.	Can initiate upgrades independently, tailor developments, and engage contractors directly Can seek council support for capital works
Unable to leverage assets for loans or commercial agreements	Can use facilities as collateral, enter commercial agreements, and attract commercial funding
Council provides asset management and infrastructure renewal	Council is a strategic partner, offering governance support, grants, and advocacy
Operate with lower financial risk, but less flexibility	Greater autonomy and flexibility, but higher financial and governance risk
Must adhere to Landowner Consent process for developments	Can manage their own developments and upgrades retaining full ownership and responsibility
Contribute to costs via Sports Ground Maintenance Subsidy and hardcourt subsidy where applicable	Contribute to costs via Sports Ground Maintenance Subsidy and hardcourt subsidy where applicable

## Key Petition Requests

The key requests and existing supports for community owned and council owned facilities, current challenges and suggested recommendations and next steps are outlined in the table below. Each petition request is discussed in further detail in attachment 2.

Petition request	Council owned facilities	Community owned facilities	Gap / Difference	Recommendations and next steps
<b>Subsidy for irrigation costs</b>	80% Council, 20% Club for SA Water component of costs at irrigated sites as per Sports Ground Maintenance Subsidy	No subsidy for clubs** using recycled wastewater or for clubs that are not open for public use e.g. bowling clubs	Community owned sites using recycled wastewater do not receive an irrigation subsidy	Extend 80% council, 20% club contributions model to Willunga Recreation Park
<b>Maintenance subsidy for Willunga Show Hall (community owned venue)</b>	Council owned community halls are covered by a formal management agreement	Community owned halls are included in a formal funding agreement with City of Onkaparinga	Willunga Show Hall had not been allocated the funding provided to other community owned halls	Formal annual hall funding agreement has been applied to Willunga Show Hall. Request met – no further action required
<b>Consultation on capital works planning</b>	Inclusion in Project Capital Work Planning	Regular audits of lighting, fencing, grounds, hardcourts; not formally included in council project delivery framework; limited building condition data; the current process involves a direct approach to council for support	Community owned facilities lack formal engagement and planning processes to support requests for capital project support from council. Asset condition data collection is limited	Further investigate capital project support options for community owned facilities. Establish formal consultation mechanism
<b>Inclusion in strategic and advocacy documents</b>	Inclusion in council planning and advocacy	Informal inclusion via deputations and letters of support	No formal mechanism for strategic inclusion of community owned priorities	Review opportunities for formal inclusion in strategic documents
<b>Improved community facility toilet cleaning</b>	Clubs are responsible for cleaning their community toilet facilities as per their lease agreement	Funding contribution at McLaren Vale, and cleaning at Willunga Recreation Park. Cherry Gardens Ironbank is not a council asset or formally recognised as a public toilet	Community owned clubs seeking increased cleaning frequency of their community toilets	Review cleaning schedules and arrangements with community owned facilities for consistency. Enter into a funding agreement with Cherry Gardens Ironbank Recreation Ground
<b>Subsidy for building insurance</b>	Coverage for Council assets provided by Local Government Association Asset Mutual Fund and lease agreements require the Lessee to reimburse the insurance premium to council in full	Must self-insure, i.e. make own arrangements	Community owned facilities responsible for full costs for building insurance	Explore structured operational subsidy model and financial impact



<b>Subsidy for machinery and building maintenance</b>	Maintenance schedule outlines council responsibilities and club responsibilities under lease	No formal maintenance subsidy: facilities manage own maintenance	Community owned facilities are responsible for own building and equipment maintenance costs	Explore structured operational subsidy model and financial impact. Promote grant programs that could support clubs with building maintenance
<b>Rates rebate increase</b>	Not applicable	50% discretionary rebate currently applied to bowling clubs	Some sport and recreation facilities are eligible for rebates; some are exempt under the <i>Recreation Grounds Act 1981</i>	From 2026-27 rates rebates will be assessed using evaluation matrix as per Council decision 9 December 2025

*\*\* This policy position reflects that, except for Willunga Recreation Park, other eligible community owned sites have access to ground water licences at a much lower cost than that of SA Water mains water. Under existing arrangements Willunga Recreation Park has received recycled water at 70 per cent of SA Water's non-residential water price via council's alternative water scheme at Willunga.*

Further investigation is needed to ensure the opportunities identified in this report are realised in a way that is consistent with council's strategic objectives and in alignment with work progressing on other related matters, including:

- Review of the Strategic Asset Management Plan service levels and project management approach for smaller projects, as resolved at the Council meeting held 16 September 2025
- Review and implementation of the club enquiry process as noted at the 11 November 2025 Council meeting
- Recommendations relating to the Community Facilities Development Fund report and potential consideration of community owned facilities in this work (subject of council report 9 December 2025)
- Release of Purchasing Guidelines as per Multi-use Sporting Facility Governance and Operations Review in early 2026
- Review of kerbside bin use and service entitlements for sporting clubs, commencing in 2027.

### Case studies

Consultation with other South Australian councils confirms that differing levels of support between council and community owned sport and recreation facilities are common. Typically, councils retain responsibility for asset management of their own sites, while community owned facilities operate with greater autonomy but receive less direct support.

To improve equity, some councils have adopted different approaches, for example Adelaide Hills Council's 2023 Community and Recreation Facilities Framework (referenced in the petition) includes a Facility Maintenance Fund for urgent works and has defined levels of service for both community and council owned recreation facilities and community halls. The District Council of Yankalilla provides a fixed annual contribution of \$25,000 to support its community owned sporting complex – Yankalilla Memorial Park.

These examples highlight opportunities to strengthen partnerships and improve support through consistent consultation, targeted operational support, and clearer policy and funding frameworks.

## 6. Financial implications

Over the past 2 years, Willunga Recreation Park has spent an average \$17,000 per annum on water for oval irrigation. Extending the water subsidy that is applied to council sports grounds would cost council approximately \$14,000 per annum.

Entering into an annual funding agreement to assist Cherry Gardens Ironbank Recreation Ground with their cleaning and maintenance operations would cost council approximately \$3,500 per annum, based on the current subsidy agreement with McLaren Vale Sporting Complex.

## 7. Risk and opportunity management

Risk	
Identify	Mitigation
Reputation/community expectation Perception that council are not meeting expectations for equitable funding and support of community facilities	Council develop and implement support frameworks for both council and community owned facilities and communicate this clearly with all stakeholders
Political If concerns about inequality are not addressed the community may criticise Council and Elected Members	These risks can be mitigated by regular engagement with community owned recreation facilities to understand needs and expectations, information provision about council services and ongoing engagement with key stakeholders including Elected Members about fees, charges and subsidies for sporting clubs and associations.
Financial/business sustainability Potential increase in costs to council	Any changes or proposed subsidies must be fully considered in terms of the ongoing budget impact.
Service delivery Current arrangements impact volunteer and club capacity to deliver community sport and recreation participation opportunities	Work closely with community owned facilities and continue to provide governance and operational support

Opportunity	
Identify	Maximising the opportunity
Strategic planning and sporting infrastructure delivery	Investigate options for community owned and council owned sport and recreation facilities that supports the planning, prioritisation, funding, delivery and maintenance of fit for purpose sporting and recreation facilities
Advocacy and recognition	Include community owned facilities in advocacy documents to increase visibility and opportunities to attract funding
Community partnerships	Strengthen relationships through collaborative planning, processes and subsidy arrangements in continued recognition of the contribution community owned facilities make to sport and recreation
Volunteer and operational support	Continue to provide volunteer training, governance and operational support to community owned and council owned facilities and their volunteers to help with venue sustainability

## 8. Timelines and deadlines

An update will be provided to Elected Members in September 2026 to advise of progress against the recommended actions.

## 9. Next steps

Subject to Council decision, the next steps include:

- Sharing Council's decision with community owned sport and recreation facilities including responding to the head petitioner, Willunga Recreation Park
- Implementing actions in the report, including investigations into the progress of opportunities for more support for community owned recreation facilities giving consideration to capacity and budget impacts.

## 10. Attachments

Attachment 1 – Petition requesting fairer financial support from Council for community owned recreation facilities (7 pages)

Attachment 2 – Key petition requests in detail (6 pages)

Attachment 3 – Sport and recreation facility ownership models (1 page)

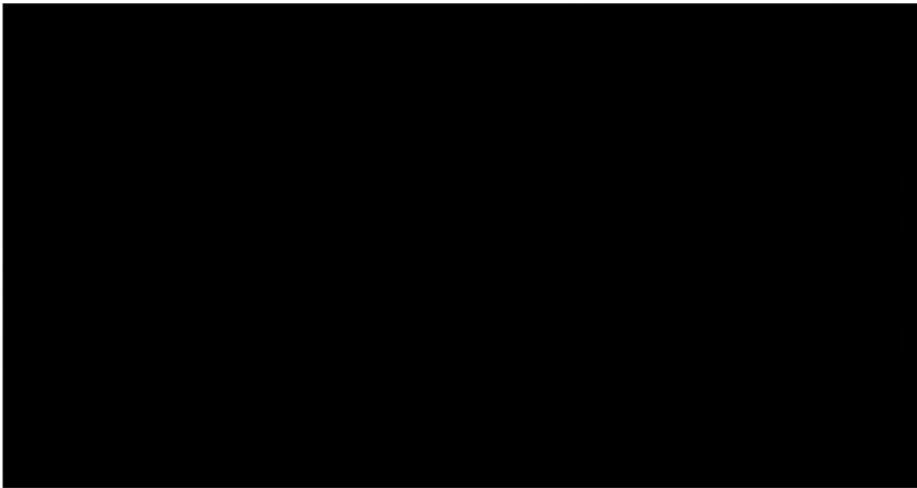
Attachment 4 – Support provided to community owned and council owned facilities (2 pages)

- END OF REPORT -



LEAD PETITIONER

PAUL WILLIAMSON



# Unfair Financial Support

## **The case for Onkaparinga Council to make reasonable financial contributions to Community-owned Recreation Centres.**

Three community owned recreation centres and at least two community owned bowling clubs exist within the Onkaparinga catchment – Cherry Gardens Ironbank Recreation Ground, McLaren Vale Sporting Complex, Willunga Recreation Park McLaren Vale Bowling Club and Willunga Bowling Club. All enjoy strong community support. These not for profit centres provide community facilities normally provided by Council and have traditionally raised their own funds through the associated clubs that use the facilities or through fundraising events. Very little direct assistance has flowed from the City of Onkaparinga, despite residents paying the same rates as other people who use council owned facilities. It is acknowledged that the City of Onkaparinga has provided episodic support for some large capital expenditure projects.

A clear inequity exists for residents in these areas in that they are expected to pay for turf irrigation, facility insurance, maintenance and improvements with much of the work done by volunteers whilst the council provides 100% of insurance costs and an 80% subsidy for turf irrigation, facility maintenance and improvements of council owned facilities and uses council staff to perform the work.

It is also clear that the Council fails to consider the needs of community-owned centres when planning its future capital expenditure and its advocacy priorities.

### **Case Study: Willunga Recreation Park (WRP)**

Now 149 years old, WRP has always been community owned and managed by volunteers. Its management model is held up by Onkaparinga Council officers as an aspirational model for other Multi-Use Recreation Facilities and it is the most active community centre fund raiser on the Fleurieu. Eighteen clubs and groups are affiliated with WRP and a number of other community activities are regularly hosted. Its fund raising activities support its maintenance and development activities. The events not only raise funds for WRP but also attract a large number of tourists to the City of Onkaparinga which benefit many small businesses in the area.

Over the last four years, WRP has completed the following major projects:

- Replaced the roof of the Festival Hall and laid a new sprung wooden floor (\$300,000 with \$145,000 contributed by state government)
- Replaced the bitumen roads throughout the Park (\$150,000)
- Replaced the air conditioning system in the Festival Hall (\$150,000)
- Repaired the tennis/netball courts when the Council program was suspended (\$50,000)
- Repaired the Show Hall (\$50,000)

Major projects planned with high priority include:

- Replacement of the oval irrigation system which is both inadequate and failing (\$190,000)
- Replacement of the Festival Hall kitchen, which is non-compliant with modern hygiene practices. (\$200,000)
- Replacement of RSL roof, which has been leaking badly (\$75000)

Over the last year, WRP has expended \$77,000 on facility and equipment maintenance (an unusually expensive year) and \$40,000 on administrative costs (mainly insurance).

It is noteworthy that WRP has received zero financial assistance from the council for insurance, projects and maintenance whereas clubs at council owned facilities pay no building insurance and receive at least an 80% subsidy for capital projects and maintenance.

The Council provides annual maintenance assistance to some communities with a community owned hall, but Willunga receives nothing for its hall. WRP acknowledges a small heritage grant from Onkaparinga Council for repair work on the Show Hall

WRP has previously presented its need for kitchen replacement at a council meeting but received no assistance nor encouragement nor written feedback. There has never been any consultation with Council Officers about upcoming major projects that may be included in Council budget projections

Regarding oval maintenance and irrigation, WRP acknowledges that the Council subsidises the cost of oval maintenance through Belair Turf. This assistance is reportedly the same (20:80) as for council owned facilities.

WRP pays around \$16,000 annually for recycled water, the full price, whereas council owned facilities are charged 20% of the cost of water. This is an extraordinary inequity by anyone's standard.

WRP does benefit from the council's hard court maintenance program for which it is grateful, even though it had to fund \$50,000 repairs itself two years ago whilst the Council program was suspended. It receives no assistance for fencing and lighting of the courts.

The population of Willunga has increased by 7% between 2016-21 meaning that many more people will be using the facilities at WRP. Coupled with the ageing facilities, this means greater maintenance demands and greater volunteer commitment. These requirements are becoming increasingly difficult to sustain.

Council argues that it supports Willunga through money spent on the Tour Down Under and the Willunga Golf Course. However, this money supports the whole of Onkaparinga rather than being specific to Willunga. Many towns and attractions within Onkaparinga are showcased for the Tour Down Under whilst most golfers using the Willunga course are from outside the township. Willunga Recreation Park is grateful for the Council's sponsorship for many years for the Almond Blossom Festival but our belief is that this money, now diminishing each year, is awarded on merit based on the strength of the application and the event history

### **Case Study: McLaren Vale Bowling Club**

Whilst lawn bowls is the primary focus, the Club is much more than a venue to play bowls. It is a place to meet, a hub of activity and social networking driven by a strong group of volunteers whose accumulative energy and enthusiasm provides the strong pulse for our unique place within the heart of our local community.

It is an environment and facility that is particularly important to the more senior members of our community. There are few active, competitive sporting pursuits available to our aging population. The competition, camaraderie and sense of belonging provided by the Club is vital to the wellbeing of our more elderly members and visitors.

Apart from bowls we also make our Club available for a wide range of social and corporate activities, as well as charitable and community organisations (CFS, Meals on Wheels, Montessori Children's Centre, View Club, etc) at no cost to raise funds for their respective organisations or charities.

- The annual building insurance premium is **\$6,888.24** for a sum insured of \$2,000,000.
- The water cost for the current year is approximately **\$10,000**.
- The maintenance cost last financial year for the greens, equipment and club facilities was **\$107,576**.

As a relatively small club (220 full and social members) our valued volunteers work incredibly hard just to break even financially. The only support received from the City of Onkaparinga is a rate rebate, which we must apply for annually. We strongly believe as a community owned facility we should be financially



supported in the same way as clubs on Council land. We know other bowling clubs in the City of Onkaparinga receive considerable financial assistance with water, greens maintenance and replacement, lighting, refurbishment of facilities, etc. The Club gets no support from the City of Onkaparinga even though we provide the same access and community facility as those clubs on Council owned land.

Below are examples of work we have done at the McLaren Vale Bowling Club in the last 8 years with no assistance from the City of Onkaparinga, in fact they have in instances made it more difficult and as a result added to the cost of projects.

- Refurbishment of clubrooms including new toilets, bar and bar equipment, cool room, air conditioning, floor covering and painting - **\$300,000+**.
- Replacement of all three greens with a different type of grass to improve the playing surface - **\$80,000**
- Paving of surrounds and driveway adjacent to greens - **\$25,000**.
- New concrete banks, decking, stairs and shelters for C green - **\$60,000**.
- Bituminising of driveway and car park, kerb and gutters, drainage, line marking, lighting and landscaping - **\$280,000**.

#### **Issues common to Community owned Facilities**

1. Issues arise and must be dealt with promptly. Community owned Facilities cannot immediately call in the Council to repair a problem or to put item replacement (eg air conditioning system) on Council capital works program. The difficulties and the delayed timeframe working with Council mean that Community owned Facilities have to take action themselves and carry the cost. There needs to be a system which can support Community owned Facilities much more quickly or subsidise the cost retrospectively.
2. Maintenance issues may be put on hold due to the initial expense. The result may be that the problem worsens and is more expensive to repair as a result.
3. There is much greater pressure placed upon volunteers in Community owned centres to handle maintenance and general upkeep of facilities. This can lead to volunteer burnout which will ultimately threaten the viability of these centres.

### **City of Onkaparinga Recreation and Sports Action Plans, Reports and Funding Principles**

#### **Demographics**

The Sport and Active Recreation Action Plan 2021-25 demonstrates that the Hills Regions of Onkaparinga contain the highest proportion of residents who have significant levels of physical activity and the lowest proportion who do not exercise. This demonstrates the increased demands on recreation facilities in communities such as Cherry Gardens, McLaren Vale and Willunga.

Whilst the population of the Onkaparinga region increased by about 5% between the 2016 and 2021 census reports, the population of McLaren Vale and Willunga regions increased by 23% and 7% respectively. The Cherry Gardens population remained relatively stable.

The combination of the highest levels of physical activity in the council region and the generally much faster rate of population growth than the rest of the council region means that sport and recreation facilities are under greater pressure from higher usage.

The rate of growth should also produce a significant increase in rate revenue for the Council, some of which should be directed back into these local communities.

## Funding Principles

It should be mentioned at the outset that community owned centres support the fee structure developed by Council for sporting clubs using Council-owned facilities.

The fees and subsidies administered by the City of Onkaparinga seek to meet the following principles:

- Reflect fair and reasonable cost sharing models.
- Are equitable for all clubs whether council **or community owned**.
- Recognise the community benefits of sport and volunteer contribution to the community.
- Reflect the shared responsibility clubs and council have for the costs of maintenance.

Community owned recreation centres believe the City of Onkaparinga fails in its duty to meet the first, second and fourth principles and, by virtue of its failure, must also fail to meet the third principle.

Goal 3 of the Sport and Active Recreation Action Plan 2021-25 seeks to “define funding responsibilities for council and **community owned sporting facilities** that acknowledge and recognize the capacity, role and value of sporting clubs in our community”. As of late 2024, there has been no consultation with community owned facilities regarding funding responsibilities. We look forward to a flurry of consultation in 2025 before the expiration date.

Community owned recreation centres could be seen as lessors that lease their premises to council at zero cost so that the council can meet its obligation to provide facilities for its residents. This extraordinary imbalance has saved council thousands of dollars over time but has placed a great burden upon the volunteers who run these centres.

## Current attitude towards community owned centres by City of Onkaparinga

Council takes the view that community owned centres operate as their own incorporated entities with no formal agreements, lease or licence arrangements with Council. This statement ignores the agreements for hard court repairs and turf maintenance, both well-established precedents for Council support for community owned facilities. There would appear to be no impediment to further funding or support agreements. However, the Council persistently refuses to acknowledge that community owned centres offer community services usually provided by Council.

## Planned work by, and advocacy priorities for, the City of Onkaparinga

It is noteworthy that, of the \$5.7 million allocated by the City of Onkaparinga for upgrades to Recreation and Sport facilities over the next 5 years, not a single dollar is allocated to the Willunga, McLaren Vale and Cherry Gardens/Ironbank community owned facilities.

Further evidence that community owned centres are not properly represented by Council comes in the Advocacy Plan 2025-26, which purports to ensure that “all parts of our city are fairly represented”. There is not a single project that benefits community owned facilities.

## Examples of Better Treatment of Community Owned Facilities in other Council Areas

The Adelaide Hills Council provides an excellent example of how it treats Council owned and Community owned facilities in its “Guidelines for Management and Upgrades of existing Community, Sport and Recreation Facilities”. This document lists each asset and describes how it is treated for both Council Owned and Community Owned Facilities

## Future Fairer Funding Options



There should be a fundamental change in Council policy such that community owned centres are recognized as part of the essential sport and recreation services within the Onkaparinga region and are supported as such.

In recognition of community owned centres provision of community services normally the responsibility of Council, the City of Onkaparinga should pay an annual fee to assist with maintenance and administration (including insurance). A percentage (eg 40%) of annual costs, based on the previous year's audited annual report, could form the basis of such payments. There would be no incentive to perform unnecessary maintenance as the community owned facilities would still have to pay the lion's share of costs. CPI increases would be unnecessary as the fee would be based on actual costs (may decrease in some years)

Water use by Willunga Recreation Park and the McLaren Vale Bowling Club should be subsidized as it is for other recreation grounds ie. 20% of the actual cost. Cherry Gardens and McLaren Vale have access to bore water and are not in need of such assistance. Willunga Bowling Club uses artificial turf.

The subsidy for hard court repairs and oval maintenance should continue.

The maintenance allowance allocated to community-owned halls, eg Cherry Gardens Memorial Hall, should be offered to Willunga Recreation Park for the Show Hall, which enjoys strong community utilization.

There should be bi-annual or tri-ennial consultation by Council with each community-owned centre to discuss strategic planning priorities around infrastructure to map out pathways by which such infrastructure can be achieved with adequate Council financial support. For such items, eg a new kitchen in Willunga Festival Hall or a new synthetic green at Willunga Bowling Club, Council should finance a minimum of 33% and a maximum of \$67,000 per project subject to compliant plans. Funding greater than this proportion or amount would require a presentation to council. The community owned facilities will raise the rest of the money themselves and seek additional grants elsewhere. They are unlikely to spend recklessly as they must pay 67% of the project. The City of Onkaparinga will still be getting excellent value for money.

It is further recommended that all relevant documents and plans prepared by the City of Onkaparinga should make specific reference to community owned centres to acknowledge the role played by them. In particular, these groups should be included when the City of Onkaparinga advocates to receive large amounts of Federal or State money for community infrastructure. Such advocacy would be informed by the discussions with community owned centres as outlined above.

## **Timelines for Council assistance**

### **Immediate**

- Reduction of irrigation water costs at Willunga Recreation Park and McLaren Vale Bowling Club to 20% of cost
- Allocation of community owned hall maintenance subsidy to Willunga Recreation Park for the Show Hall
- Consultation process regarding high priority capital improvement needs for the coming three to five year period
- Specific reference to community owned centres in relevant documents and advocacy plans as they are developed

### **Phased in over a three year period**

- Improved public toilet cleaning allocation for Cherry Gardens and McLaren Vale (within one year)
- Subsidy for building insurance rising to 40% over three years (13%, 26%, 40%)
- Subsidy for building and machinery maintenance rising to 40% over three years (as above). This should be based on the audited annual reports from the previous year



## Onkaparinga Budget Repair

Community-owned recreation centres acknowledge the funding difficulties currently faced by Council but point out that they have been saving the council millions of dollars over many years. Even with additional Council assistance, they will continue to save thousands of dollars per year. The large and growing funding inequities for our community recreation facilities demonstrate that the council is failing in its duties towards its residents and is not addressing the issues arising from rapid population growth. Community owned facilities are more than willing to work with Council to phase in a just solution.

## Should community-owned centres become Council-owned?

Willunga Recreation Park has a Council document which states “There would be additional annual and capital renewal costs to council if it was required to provide and manage sporting facilities within Willunga”.

It is quite possible to envisage a time when costs and the demands on volunteers become unsustainable and Council takeover is required. The cost to Council will be significant and the willingness of volunteers to work with Council would be much diminished. The Council should be well aware of such impacts based on experiences with other multi-use centres.

Community owned centres believe that the Council is much better served by supporting such centres and encouraging the sense of ownership amongst the hard working volunteers.

## Why support community-owned centres?

- This will lift some of the burden on volunteers
- It will reduce the huge funding inequity that currently exists
- It will facilitate improvement in community resources available to the public
- It will improve the standing of the City of Onkaparinga in the community
- It will ensure that community owned centres can continue to operate, to be a model for other sporting clubs and to save the City of Onkaparinga huge amounts of ratepayers' money
- It will simplify the process whereby Community owned facilities are able to plan strategically to improve facilities. They can be seen as partners with Council rather than troublesome supplicants.
- Comply with Connected Communities – Sustainable Future – Community Vision 2034 – Six of the eight Key Result Areas will not be met if strong and viable community-owned facilities are not supported adequately.

## References

Community Vision 2034

Advocacy Plan 2025-26

Sport and Active Recreation Action Plan 2021-2025

Sporting Clubs Fees and Subsidies Review 2023

Adelaide Hills Council | Community and Recreation Facilities Framework: Guidelines for Maintenance and Upgrades of existing Community, Sport and Recreation Facilities

# KEY PETITION REQUESTS

## Subsidies for Turf Irrigation Water Cost

Community owned sporting grounds have requested fairer irrigation water charges. The Sporting Club Fees and Subsidies Review, endorsed by Council 28 July 2023, outlines current fees and subsidies for clubs in the City of Onkaparinga. Council and community owned clubs can access the Sports Ground Maintenance Subsidy for turf and irrigation support if water is supplied by SA Water and grounds are publicly accessible outside club use.

Water Source	Irrigation subsidy	Turf maintenance subsidy
SA Water (incl the SA water component for sites with recycled stormwater)	80% Council / 20% Club	80% Council / 20% Club
Bore Water (e.g. McLaren Vale Sporting Complex, Cherry Gardens Ironbank Recreation Ground)	Nil	80% Council / 20% Club
Mixed Bore and SA Water	80% of the SA Water component	80% Council / 20% Club
Lawn Bowls Clubs (SA Water)	Nil – Bowling greens not publicly accessible	Nil – Bowling greens not publicly accessible
Recycled Wastewater (Willunga Recreation Park)	Nil	80% Council / 20% Club

Willunga Recreation Park uses recycled wastewater from councils Willunga alternative water network. Under existing arrangements water has been priced at 70 per cent of SA Water's non-residential water price. Over the last 2 seasons the Willunga Recreation Park has paid, on average, \$17,000 per annum for water to irrigate their oval.

However, the cost sharing model endorsed by Council only applies to SA Water supplied sites and therefore Willunga Recreation Park is excluded from irrigation subsidies. This policy position reflects that, with the exception of Willunga Recreation Park, other community owned sites have access to ground water at a much lower cost than that of SA Water mains water. There is an opportunity to extend the 80 per cent council 20 per cent club irrigation subsidy model to Willunga Recreation Park for an estimated cost of \$14,000 per annum.

Bowling clubs, regardless of ownership, do not receive turf maintenance subsidies due to limited public accessibility to their greens, noting it is conditional that turf sporting grounds that receive water subsidies must be available for broader community recreational usage outside of agreed club training and match usage times. McLaren Vale Bowling Club, which uses natural turf and incurs higher water costs than Willunga's synthetic greens, has asserted in the petition, that their club is open and accessible to the public.

The petition acknowledges existing turf maintenance support and does not request any changes to this service. Turf maintenance costs for community owned clubs in 2023/24 and 2024/25 are

summarised in the table below noting that as the turf is top dressed every second year, the costs will fluctuate annually.

Turf maintenance (approximate costs)	2023/24	2024/25
Cherry Gardens Recreation Grounds	\$17,941.35	\$15,732.38
McLaren Vale Sports Complex	\$13,038.36	\$15,283.72
Willunga Recreation Park	\$12,807.02	\$15,732.38

Recommendations:

- Maintain the Sports Grounds Maintenance Subsidy for eligible clubs and grounds.
- Extend the Sports Ground Irrigation Subsidy to Willunga Recreation Park consistent with other sports grounds.

**Maintenance Subsidy for Community owned Halls**

The petition calls for an allocation of the community owned hall maintenance subsidy to Willunga Recreation Park for their Show Hall. Council provides financial support to both council and community owned halls to assist with operating costs, minor works and general purchases ensuring venues are safe, welcoming and well managed.

Community and council owned halls receive funding administered through an annual funding agreement that details the responsibilities, reporting requirements and funding arrangements.

In September 2025, Willunga Recreation Park received \$7,410 in financial support from council to assist with maintenance of the Show Hall in 2025/26. This met a key request outlined in the petition and aligns with funding received by other community owned halls. The committee have acknowledged and expressed their appreciation for this.

Recommendations:

- The \$7,410.50 subsidy has been allocated to Willunga Recreation Park for the Show Hall. No further action required.

**Capital Works Planning and support for Capital Projects**

Community owned recreation facilities have requested better consultation on high priority capital projects. Under the *Local Government Act 1999*, council's formal responsibility is limited to council owned assets. As a result, the City of Onkaparinga's Strategic Asset Management Plan and capital works processes focus solely on council owned facilities.

A key barrier to including community owned sites in capital planning is the lack of data on the current condition of the assets. Without formal assessments, it's difficult to determine the scope, urgency, and cost of works and this limits strategic planning and equitable investment. However, council does collect condition data for some asset classes including lighting, fencing, turf grounds, and tennis and netball courts, which supports both internal planning and external sports funding applications.

Council acknowledges the vital role community clubs play in maintaining and improving these facilities. The petition highlights strong community investment and delivery capacity, with past examples including Council's support for upgrades at Willunga Recreation Park, such as the Festival Hall air conditioning project in 2010.



The table below outlines council's capital contributions to community owned recreation facilities since 2019.

Capital Works Projects	2019 – current
McLaren Districts Cricket Club Renewal of Practice Cricket Nets	\$38,000
McLaren Vale Oval – Irrigation upgrade (plus \$105,000 of State Government funding)	\$70,136
McLaren Vale Bocce Fire and Life Safety improvements	\$150,974
Cherry Gardens Recreation Centre Unisex Changerooms	\$277,000
McLaren Vale Netball Club changerroom funding	\$79,417
Willunga Recreation Ground upgrades	\$31,000
<b>TOTAL</b>	<b>\$646,527</b>

Management committees of community owned recreation facilities currently have several ways to engage with council about capital works, including deputations, direct contact with elected members or staff, and applying for council grants which provide a pathway for financial assistance to clubs.

Council currently uses a resource prioritisation framework to assess and prioritise projects across asset categories, informing our capital works program. Community owned sport and recreation facilities are not currently included in this framework.,

Clubs based at community owned facilities can apply for activity support through council's grant programs. The table below shows grant funding allocated to these facilities and clubs since 2023.

Grant funding	2022/23	2023/24	2025 Quick Response
Fleurieu Folk Festival Incorporated (held at Willunga Recreation Park)	\$30,000	\$23,305	\$1,730
Willunga Recreation Park Inc (and associated clubs)	\$17,400	\$10,310	Nil
Cinemallunga (held at Willunga Recreation Park)	Nil	\$1,795	Nil
Cherry Gardens Ironbank Recreation Ground (and associated clubs)	Nil	\$9,500	\$6,000
McLaren Vale Sporting Complex (and associated clubs)	Nil	\$10,650	Nil
Other sporting clubs	\$10,570	\$9,125	\$2,750
<b>TOTAL</b>	<b>\$57,970</b>	<b>\$64,685</b>	<b>\$10,480</b>

The petition proposes regular (biennial or triennial) consultation between council and community owned facilities to discuss strategic infrastructure priorities. This would support the Community

Vision 2034 by encouraging long term planning and strengthening community leadership while also benefitting council owned facilities.

Recommendations:

- Further investigate capital project support options for community owned sport and recreation facilities including establishing a formal consultation mechanism

### **Recognition in Strategic and Advocacy Documents**

The petition calls for community owned facility priorities to be included in City of Onkaparinga's strategic and advocacy planning. The Advocacy Plan identifies projects needing state or federal support and is shaped through Elected Member sessions and formal Council endorsement, ensuring broad community representation.

Council actively supports sporting clubs in planning future infrastructure needs, including strategic documents like the Willunga Recreation Park Asset Management Plan (2014). These plans help clubs secure funding and promote key projects. Council also provides ongoing support through advice, documentation, and letters of support with over 20 being issued to community owned clubs and facilities since 2021.

Currently, community members, including those from community owned facilities, can advocate through informal discussions, staff engagement, and formal deputations. In line with the petition, there's an opportunity to establish a formal mechanism for strategic engagement and coordinated advocacy across all wards. This would support targeted discussions on capital projects and ensure community owned facilities are considered in broader council planning.

Recommendations:

- Continue supporting strategic and infrastructure planning for all sporting clubs.
- Maintain existing advocacy channels for community owned facilities, including deputations, informal discussions, letters of support, and grant access.
- Review opportunities for community owned facilities to present future infrastructure plans to council, with potential inclusion in strategic documents to support long term planning and funding alignment.

### **Public Toilet Cleaning Allocation**

Community owned recreation facilities have requested improved public toilet cleaning funding for Cherry Gardens Ironbank Recreation Ground and McLaren Vale Sporting Complex.

Currently, council maintains 74 public toilets:

- At Willunga Recreation Park, council cleans a public toilet 3 times per week at a cost of \$2,040 per year. This is consistent with cleaning regimes identified for toilets with low usage. More modern, public toilets are located within walking distance and these are cleaned daily.
- At McLaren Vale Sporting Complex, council contributes \$3,275.40 per year for cleaning, provided the toilet is available for general public use. It is noted that this toilet is often locked.
- At Cherry Gardens Ironbank Recreation Ground, there is no agreement as the facility is not recognised as a public toilet.
- Council also provides building maintenance for public toilet facilities at 6 sporting clubs as per their lease agreements. The clubs are responsible for cleaning and stocking these facilities.

Recommendations:

- Develop an annual funding agreement with Cherry Gardens Ironbank Recreation Ground to support the maintenance and cleaning of community toilets, consistent with arrangements for comparable community owned multi use sporting facilities.

### **Building insurance, machinery, and maintenance subsidy proposal**

As part of the petition, community owned facilities have requested subsidies to assist with building insurance, maintenance and machinery costs.

#### *Building Insurance*

Insurance for council assets is provided by the Local Government Association Asset Mutual Fund (LGAAMF). Council invoice building insurance costs for council owned sport and recreation facilities onto the lessees in accordance with agreed Lease or Licence terms. Council investigated extending this to community owned facilities, however, the LGAAMF is unable to extend coverage to non-council assets or organisations. Community owned sporting facilities must continue to source their own buildings and public liability insurance.

#### *Building and Machinery Maintenance*

Council does not have any formal ongoing agreements with community owned sporting facilities for machinery maintenance as they are not considered council assets.

For council owned facilities, costs are shared under a Council endorsed model with council contributing 80 per cent and clubs 20 per cent incorporated into the annual lease fee. Building maintenance costs vary over time, so council estimates the average annual cost using the standard formula of 1.5 per cent of the asset value (Club contribution = Building Value x 1.5% x 20%).

In addition to outlining the fees payable by the head lessee, the lease document also clearly identifies both club and council responsibilities under a Schedule of Maintenance.

The 2023 Fees and Subsidies review found that councils overall facility maintenance costs across the city was estimated at \$1.8 million annually, of which clubs contributed 19 per cent and council 81 per cent. In 2024–25, \$1.9 million was spent on maintenance with council receiving \$150,000 from sporting club lease fees.

Council has formal funding agreements with other organisations e.g. Surf Life Saving Clubs and Community Halls, to support operational needs and recognise community benefit. A similar structured model could be considered for community owned recreation facilities but will require further investigation.

Community grants, including the City of Onkaparinga's Quick Response Grant (Community), provide funding to support both council owned and community owned sporting clubs and organisations with essential equipment. Council also offers grants for capital improvements through the Community Spaces and Facilities Improvements grant which community owned clubs are eligible for.

Recommendations:

- Investigate feasibility of a formal subsidy agreement with community owned sport and recreation facilities to support operational expenses.
- Promote grant programs that can support clubs with building maintenance and capital improvements.



### **Rates Rebates for Community owned Bowling Clubs**

Many sports grounds in the City of Onkaparinga are exempt from paying rates under the *Recreation Grounds Rates and Taxes Exemption Act (1981)* which applies to council or community owned land used for sport and recreation where income is reinvested in maintenance or improvements. Where rates do apply to community owned facilities, Council can provide discretionary rebates of 50 per cent, 75 per cent or 100 per cent. In 2025/26 Willunga Bowling Club and McLaren Vale Bowling Club each received a 50 per cent rebate of \$2053 and \$747 respectively.

Council administration has reviewed the rate rebate eligibility and process to ensure it is clear, fair and easy to understand. This was the subject of a Council report 9 December 2026 that recommended changes to the 2026-27 rate rebate and policy such as use of an evaluation matrix in the assessment process. All current discretionary rebate recipients will be required to lodge a new application for the 2026-27 financial year.

Recommendations:

- Evaluate rate rebates consistent with the process adopted at the 9 December 2026 Council meeting.

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# SPORT AND RECREATION FACILITY OWNERSHIP MODELS

Ownership / Management Model	Description	Example (City of Onkaparinga)
State Government Owned and Club Managed	Facilities owned by South Australian Government, managed by clubs under lease or licence agreements	South Adelaide Football Club / Magain Stadium School Sports Facilities
Council Owned and Council Managed	Council owns and operates the facility directly using council staff	Noarlunga Aquatic Centre
Council Owned and Managed by Incorporated Association or Club	Council owns the land and facility; sporting clubs manage the governance and operations of them under formal agreements such as lease, licence of shared use	Port Noarlunga Sports Complex
Council Owned and Contracted to External Organisation	Council owns the facility and contracts a professional operator to manage	Professional operators such as Belgravia, YMCA (no examples in Onkaparinga)
Community Owned and Managed by Incorporated Association or Club	Facilities Owned and operated by not-for-profit community organisations	Willunga Recreation Park
Privately Owned and Commercially Operated or Incorporated Association	Facilities owned and operated by private individuals or businesses offering sport and recreation services	Gyms, yoga studios, martial arts dojo, golf clubs etc.



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# SUPPORT PROVIDED TO COMMUNITY OWNED AND COUNCIL OWNED FACILITIES

The table below illustrates council services provided to community owned multi-use sports facilities and council owned multi-use sports facilities. Terms and conditions may apply to these services.

Council Services	Community Owned	Council Owned
Club governance and operations guidance and support	<input type="checkbox"/>	<input type="checkbox"/>
Access to free or subsidised club operations and governance training	<input type="checkbox"/>	<input type="checkbox"/>
OACNET Club Development Quarterly Newsletter	<input type="checkbox"/>	<input type="checkbox"/>
Council website sporting club directory - Create a page for your club	<input type="checkbox"/>	<input type="checkbox"/>
Facility community networking support and connection with other community facilities	<input type="checkbox"/>	<input type="checkbox"/>
Access to the Community Capacity team to support connection with community groups and organisations	<input type="checkbox"/>	<input type="checkbox"/>
Club / customer enquiries service	<input type="checkbox"/>	<input type="checkbox"/>
Grant support (advocacy support for state and federal grant programs, letters of support for external grants, review draft grant applications, grant writing training)	<input type="checkbox"/>	<input type="checkbox"/>
Eligibility to apply for council grants programs	<input type="checkbox"/>	<input type="checkbox"/>
Hard Court Maintenance Subsidy (recoating)	<input type="checkbox"/>	<input type="checkbox"/>
Sports Ground Maintenance	<input type="checkbox"/>	<input type="checkbox"/>
Building Maintenance (leaseholders)	<input type="checkbox"/>	<input type="checkbox"/>

Property management – tenant support	n/a	<input type="checkbox"/>
<b>Council Services</b>	<b>Community Owned</b>	<b>Council Owned</b>
Project and Capital Works driven asset renewal	<input type="checkbox"/>	<input type="checkbox"/>
New/Significant Asset Upgrade (case by case)	<input type="checkbox"/>	<input type="checkbox"/>
Project Management/Delivery (case by case if not council funded)	<input type="checkbox"/>	<input type="checkbox"/>
Scheduled Asset Condition Auditing	<input type="checkbox"/>	<input type="checkbox"/>
Landowner Consent Support	n/a	<input type="checkbox"/>
Council rates rebate	<input type="checkbox"/>	n/a
Waste management	<input type="checkbox"/>	<input type="checkbox"/>
Access to Space to Co facility booking platform	<input type="checkbox"/>	<input type="checkbox"/>
Commercial agreements not requiring council approval	<input type="checkbox"/>	<input type="checkbox"/>
Grounds/Facility Naming Rights	<input type="checkbox"/>	<input type="checkbox"/>
Sportsground/ match day charging of entry fees	<input type="checkbox"/>	<input type="checkbox"/>
Council awards and recognition	<input type="checkbox"/>	<input type="checkbox"/>
Can independently initiate capital works and secure loans using their assets	<input type="checkbox"/>	<input type="checkbox"/>



### 10.3 SHARED SERVICES MODEL FOR SPORTING CLUBS

**Report contact**

Kane Harrison, Club Relations Officer

**Meeting**

Council

**Manager**

Stuart Purves, Manager Libraries, Customer Relations and Recreation

**Director**

Jani Baker, Director Community

**Date**

17 March 2026

#### 1. Purpose

This report provides options for implementing a shared services model for sporting clubs and other not for profit community organisations across the City of Onkaparinga, in response to a Notice of Motion at the 11 November 2025 Council Meeting,.

#### 2. Recommendations

It is recommended that:

1. Council notes the contents of the agenda report.
2. Council continues to provide capacity building services to increase the skills, knowledge and capability of our local club volunteers and administrators.
3. Council facilitates discussion about shared services at the next Multi Use Sporting Facility forum to gauge interest from clubs in shared service options.
4. Council engages with relevant local sporting associations to gauge interest in providing shared services to their members.
5. Council provides guidance and support to any clubs, associations or community groups interested in seeking funding support to develop self managed shared services.
6. An update on engagement outcomes with community clubs and associations be provided to Council.

#### 3. Executive summary

City of Onkaparinga is home to more than 250 sport, active recreation and community clubs. These organisations play a vital role in supporting community wellbeing, social connection, volunteer participation and provide valuable sport and recreation opportunities. Increasingly, clubs are experiencing pressures associated with rising operational costs, limited volunteer capacity, expanding administrative and legislative requirements, and limited access to specialist expertise.

At the Council Meeting of [11 November 2025](#), Council requested a report outlining options for implementing a shared services model to support sporting clubs and other not-for-profit community organisations.

A shared service model is a business model that involves the sharing and centralising of resources across an entire organisation or sector rather than being conducted separately. Typically, this can include human resources, finance and accounting and information technology. Shared services models aim to reduce costs and administrative burden on volunteers, enhance efficiency, and improve service quality through the provision of centralised administrative functions.

This report considers three potential approaches to the provision of shared services for consideration:

- Option 1: Council Provided Shared Services – can offer consistent professional support however presents substantial operational, financial, legal, and reputational risks.
- Option 2: Sector Led Shared Services – enables clubs, associations, or multi-use facilities to collaborate and pool resources, offering flexibility, cost efficiency, and autonomy.
- Option 3: Advisory and Support Model – continues council's current approach, providing guidance, training, oversight, and funding assistance to clubs, offering a low risk, scalable way to build club capability.

These options were assessed against key factors including organisational capacity, legal implications, equity, level of risk, data privacy and building long-term club capability.

The evaluation found that each option presents differing levels of complexity, risk, and feasibility. Council provided shared services would require significant structural shifts and resourcing, with higher risks. Sector led models show promise for innovation and collaboration but rely on sector readiness. The advisory and support model remains scalable, low risk, and aligned with council's existing strengths and ability to equitably support the significant number of clubs in the city.

Investigations determined that council already delivers a substantial range of capacity building initiatives that strengthen club governance, performance and sustainability. These include club development programs such as the Onkaparinga Active Communities Network (OACNET), community capacity building support, access to professional business mentoring, grant funding support, and sector wide resources designed to strengthen volunteer skills and capability and improve governance, and operations.

Evaluation and investigations also considered current sector wide support programs. There are several organisations in the sport and community sectors that provide the opportunities for clubs to access training, advisory services, and fee-for-service administrative support such as Sport SA, State Sporting Organisations, Community Centres SA, and private businesses.

In addition, innovative models emerging interstate such as the Regional Sports Administration Hub in Victoria, demonstrate how interstate shared service arrangements are being developed to reduce volunteer workload through governance and operational support.

The recommended approach is to focus on strengthening the capability and independence of local sporting clubs and community organisations by continuing to build volunteer skills, encouraging sector led collaboration, and supporting groups interested in exploring shared service arrangements. This direction reflects this report's findings, which identify the advisory and support model (Option 3) as a low risk option that aligns well with council's existing strengths and ability to support a large number of clubs equitably. Option 3 supports Council's Community Vision 2034, Sport and Recreation Action Plan, and Community Capacity Strategic Plan. It also leverages opportunities to work with clubs, associations and community groups to gauge interest in shared services and assist those seeking external funding.

In October 2025, the Office for Recreation, Sport and Racing (ORSR) launched the Sector Success Program to support the sport and active recreation sector in South Australia. This program provides funding to projects that implement innovative, practical strategies to reduce the reliance on volunteers. Projects seeking funding towards a shared services model are eligible to apply for funding under this program. Opportunities through this funding program support options 2 and 3 in this report.

#### 4. Background

Policy and/or relevant legislation	Community Vision 2034 Sport and Recreation Action Plan 2021-2025 Community Capacity Strategic Plan 2021-2024
Who did we talk to/who will we be talking to	City of Onkaparinga: Financial Services, Corporate Governance, Community Development, Communication and Engagement, Strategy, Sustainability and Economic Growth External: Office for Recreation Sport and Racing, Sport SA, GippSport

At the 11 November 2025 Council meeting, the following Notice of Motion was carried:

*“That council provide a report to the March 2026 Council meeting outlining options to implement a shared services model for both community-owned and non-community-owned sporting clubs and other not for profit community organisations across the City of Onkaparinga.”*

Our local clubs face challenges in recruiting and retaining volunteers due to factors including rising operational costs, limited volunteer capacity, reliance on long standing volunteers, increasing rates of burnout, legislative and administrative requirements and difficulty accessing specialist expertise in areas of club administration.

Building capacity improves volunteer skills and confidence, strengthens club governance, enhances sustainability and improves member experiences. This approach provides a sustainable and equitable way for council to support the significant number of not-for-profit clubs operating in our city.

Council has a long history of supporting community centres and halls managed by incorporated associations with independent boards of management. Past support has included the provision of a form of shared service in the area of financial management supporting accounting, budgeting, financial management, and cash flow projection functions. Whilst the provision of these services aimed to improve systems, processes and financial viability of these centres, a range of challenges were experienced including a preference to maintain independence and use their own systems.

There are also a range of organisations and sector specific initiatives designed to help reduce the administrative burden of local not for profit club volunteers. These include Sport SA, Clubs SA, Community Centres SA, Volunteering SA, Southern Volunteering, Private Providers and State Sporting Organisations.

The Office for Recreation, Sport and Racing (ORSR) also have a new funding program, the Sector Success Program, which provides funding of up to \$250,000 towards projects that implement innovative, practical strategies to reduce the reliance on volunteers. All projects are required to have a level of co-investment to drive greater returns on ORSR investment. Projects seeking funding towards a shared services model are eligible under this program. As the funding is not ongoing, a sustainable, a long-term approach is encouraged by ORSR.

#### 5. Discussion

This report provides three different shared services models for consideration and includes a summary of current council and sector led initiatives that support the governance and administration of local not for profit sporting and community clubs. Existing council initiatives and sector wide initiatives have been summarised in attachment 1.



## Shared Service Model Options

Three shared services options are considered in this report, including:

- Option 1 - Council provision of shared services – administering and outsourcing administrative functions to an external provider
- Option 2 – Sector self driven shared services – consortium of clubs, multi-use facilities or regional sporting associations providing shared services
- Option 3 – Advisory and support model - City of Onkaparinga providing capacity building initiatives including shared templates, training opportunities and advisory services

When assessing the feasibility of these different models several factors were considered including:

- Organisation capacity to establish and provide shared services
- Transparency, equity and accountability
- Legal implications and risks
- Seasonal demand for services
- Data privacy and security
- Value for money
- Building capacity not dependency.

Each model is discussed in more detail below.

### Option 1 – Council Provision of Shared Services

Under this option, Council would deliver an administrative shared service either directly or by procuring specialists, such as book keepers or accountants, to support not-for-profit sport, recreation, and community clubs. Participation would be voluntary, with clubs either receiving an allocated quota of free service hours or contributing financially to the costs of services. Council would fund, administer, deliver services directly or procure and oversee contracts with providers, while clubs would retain full responsibility for their decisions and compliance.

If council were to provide shared services for our not-for-profit clubs, there would need to be a fundamental shift in the way we operate to support their administrative needs. The feasibility of this model depends on the scope of services offered, the level of risk for services provided, capacity to provide services to the large number of clubs, demand for services, and seasonal workload peaks.

Council provided shared services may offer consistent and professional administrative support, easing the workload on volunteers and strengthening governance and compliance. However, delivering equitable services to more than 250 clubs would place substantial pressure on current council resourcing and budgets.

Sporting clubs often rely on their networks and seek support from local businesses through sponsorships or reduced fees so it is important to consider the impact that council outsourcing services to a centralised provider may have on local businesses and partnerships between clubs and local community. The longstanding relationships between clubs and local providers in the form of low fee services and sponsorship arrangements is also important to consider.

Council administration sought legal advice which shows that this shared services model would increase Council's exposure to legal and financial risk. The advice outlines that while the intent of assisting local not for profit clubs is positive, the operational design of this shared services model introduces exposure to risks that are not currently present, or are present to a far lesser degree in the alternative models considered. Given these cumulative risks, the advice concludes that a Council provided shared services model carries a higher liability profile compared to both the club driven model and the current advisory model (options 2 and 3).

## **Option 2 – Sector Led Shared Services**

Local notforprofit clubs and sporting associations can establish their own shared service models.

Multi-use sporting facilities and individual clubs may consider forming their own consortiums where they can collaborate to share resources and expertise while retaining their own governance structures.

Local sporting peak associations can also provide shared services to their member clubs who would benefit from expertise and centralised systems. These associations have established relationships with member clubs and potentially a greater understanding of their specific needs and capacity to service their clubs. They can also use specific platforms and systems that help clubs streamline operations with commercial sport online management software for memberships, registrations, events, online sales, and governance tools.

Partnership models can offer strong benefits, which include greater autonomy and control than council run models, improved consistency through shared systems, and the ability to tailor services to specific sports, clubs or organisational needs. These models can also foster stronger community advocacy, support innovation, and scale more easily as membership or service needs grow, while giving associations clearer oversight of club health, improved consistency through shared systems, and the ability to tailor services to specific club needs.

Shared service partnerships also present challenges. A centralised model may not meet every club's specific needs, leading to a "one size fits all" service level and potential frustration. Governance structures can become more complex, with confusion over responsibilities or uneven distribution of resources. Cultural differences between clubs may create tension, and some clubs or their members may feel the service is impersonal or poor value. Over reliance on a central provider could also reduce club independence over time.

Council administration has recently developed a Purchasing Guidelines resource to help our notfor profit clubs and groups make informed, efficient, and compliant purchasing of goods, services or utilities. The resource provides guidance to clubs on how to form a consortium and can be used by any clubs interested in forming a consortium for shared service arrangements. This resource will be released in April 2026.

Local clubs, multi-use sporting facilities and sporting associations are eligible to apply for funding through the ORSR Sector Support Program to support the development and implementation of their own shared service models. Major associations representing sporting codes including Soccer, Australian Rules football and Netball or a self-driven group of clubs or multi-use sporting facilities may be well placed to pursue this opportunity for funding support.

## **Option 3 - Advisory and Support Model**

The Advisory and Support Model is a hybrid shared services approach where council does not provide shared services but provides guidance, resources, and oversight to support club governance, administration and operations. This model would continue council's current role in supporting the governance and operations of clubs and facilities across the City, helping build their capacity and sustainability.

Under this model council would provide:

- Advisory Support - strategic advice on governance, compliance, and best practice, including templates for budgeting, financial forecasting, policies, risk management, and financial reporting
- Capacity Building – ongoing free or low-cost training for club administrators and volunteers, including workshops on grants, sponsorship, and financial management

- Funding Assistance – guidance to clubs on grant opportunities that help reduce their administrative burden
- Guidance to help clubs meet legal, safety, and operational standards.

The Advisory and Support Model enables clubs to retain full autonomy while still benefiting from Council's guidance, resources, and expertise. It strengthens volunteer capability, improves governance and practices, and provides flexible, equitable support across many clubs without requiring council to manage day to day operations. This model carries low risk to council, maintains club control over their own information, and builds on support council already provides within existing resourcing.

It facilitates clubs to remain responsible for implementing and managing their own operations and to be proactive in utilising available council support and training opportunities to build their capacity. The model also relies on council administration's ability to maintain ongoing advisory capacity. Limited staff time may reduce responsiveness and depth of support, however the new club enquiry process should help with resourcing.

Attachment 2 provides an assessment of the advantages and disadvantages of each of the three models.

In summary:

Option 1 - Council Provided Shared Services; Council engages external providers to deliver support services and administrative functions for clubs. This would provide consistent professional support but presents major operational, financial and legal risks.

Option 2 – Sector Led Shared Services; Sporting clubs, associations or facilities collaborate to attract and share administrative functions which offers flexibility, autonomy and cost efficiencies but relies on sector capacity, prioritisation and coordination, which would be provided by council with commensurate resourcing.

Option 3 – Advisory and Support Model, which Council currently provides for training, templates and governance support to build capacity and capability of volunteers. This offers a low risk option that supports the delivery of good governance and administration but does not directly reduce club administrative or volunteer workload.

While each shared service model presents benefits, both Option 2 (sector led approach) and Option 3 (advice and support approach) offer a practical, low-risk path forward for council and the more than 250 clubs we support. Both options strengthen capability without creating dependency and encourage sector-led innovation taking advantage of opportunities that already exist. These models promote equitable access to resources while allowing support to be tailored to each club's size, capacity and readiness. By focusing on building skills, fostering collaboration, and guiding clubs toward emerging funding and partnership opportunities, council can continue to empower local organisations to thrive while safeguarding operational, financial, and reputational integrity.

## 6. Financial implications

There are no financial implications associated with receiving this report.

## 7. Risk and opportunity management

Risk	
Identify	Mitigation
Reputation/community expectation	Clear communication, a -led approach, engagement with clubs and local providers will help to manage expectations and confirm need in the community. This approach reinforces Council's intent to build capability rather than replace existing local service arrangements
Financial/business sustainability	A focus on the Advisory and Support Model (Option 3), which includes using existing services, promoting funding opportunities carries no additional financial implication and fits within existing resources and budgeting. Promoting grant opportunities such as the ORSR Sector Success Program further reduces financial pressure on Council and clubs
Compliance/legal	Limiting Council's involvement to an advisory function significantly reduces exposure to legal and compliance risks compared with delivering shared services directly. Providing clear governance templates and guidance ensures clubs retain full decision-making authority while operating in line with best practice
Service delivery	Providing equitable direct volunteer administration services to more than 250 sporting and community clubs would significantly impact council resources and budget. A focus on sector-led (option 2) and advice and support (option 3) aligns with existing resourcing and service delivery capacity

Opportunity	
Identify	Maximising the opportunity
External funding opportunities for shared services	Staff providing support and guidance to clubs or associations seeking external funding opportunities to establish shared services. Promotion of ORSR Sector Success funding program to sport and recreation club contacts via OACNET newsletter
Determine sector interest in establishing and providing shared service arrangements	Discuss shared service opportunities at next Multi Use Sporting Facility forum and at joint community centre board executive meeting and other key stakeholders in the sporting and community sector.
Funding support	Council to continue to provide and promote funding opportunities for all local not for profit clubs to help them reducing volunteer administrative burden in areas of club need.

## 8. Timelines and deadlines

The next Multi-Use Sporting Facility Forum is scheduled for April/May 2026



## 9. Next steps

- Council facilitates discussion about shared services at the next Multi Use Sporting Facility forum to gauge interest from clubs in shared service options.
- Council facilitates discussion about shared services at the next joint community centre board executive meeting.
- Council engages with relevant local sporting associations to gauge interest in providing shared services to their members
- Council provides guidance and support to any clubs, associations or community groups interested in seeking funding support to develop self-managed shared services.
- An update on engagement outcomes with community clubs and associations be provided to Council.

## 10. Attachments

Attachment 1 – Existing Council and Sector Wide Initiatives (3 pages)

Attachment 2 – Shared Services Models – Advantages Disadvantages Table (1 page)

- END OF REPORT -

# Existing Council and Sector Wide Initiatives

## Existing council initiatives

The following key City of Onkaparinga programs and initiatives help build the capacity of our local not for profit clubs.

### Onkaparinga Active Community Network (OACNET) program

The OACNET club development program provides the following services to all clubs:

- Access to free or low-cost governance and operations continual improvement training
- Staff support and guidance for clubs in relation to governance and operations
- Access to a centralised online portal for governance and operations continual improvement tools and resources
- Industry and council updates relating to sporting club governance and operations through quarterly OACNET e-newsletters and updates. Newsletter content includes promotion of free and low-cost training and development opportunities, announcements of relevant grant programs and council news.

OACNET has recently provided free training for local sport and active recreation club administrators and volunteers in the areas of financial management, governance, fundraising, sponsorship and training to help clubs meet legislative requirements. The most recent training includes Responsible Service of Alcohol and Food Safe Supervisor training.

### Community capacity support

Council supports the governance and operations of our community centres and community halls through a range of initiatives that strengthen the capacity of boards, committees, and volunteers. This includes:

- District reference groups that enable collaboration and sharing of local issues
- Operational support grants for our five community centres and thirteen community halls, including payment for the emergency services levy and building insurance
- Community Development Officers and Community Development Support Officers working directly with community centre boards to assist with centre management, administration, community projects and governance responsibilities
- Access to the Coordinator Community Centres as a governance advisor for boards and committees
- Promotion of training opportunities relevant to governance and operations
- Sourcing additional training in response to board requests or emerging needs
- Quarterly joint community centre board executive meetings providing a forum to discuss issues, share ideas and strengthen collaboration
- Ongoing review of management and partnership agreements with community centres and incorporated halls to support strong, sustainable governance
- Financial assistance to board managed community centres to cover the cost of Volunteering SA&NT subscriptions, ensuring grassroots groups can access peak-body expertise.

### **City of Onkaparinga grant funding support**

Council provides financial support through a range of grant opportunities that are available to our sport, active recreation and community clubs. This includes the Quick Response Grants program through the Learning and Leadership stream where not for profit clubs are eligible to receive up to \$750 in funding support to build and sustain member skills required to deliver community outcomes.

### **Southern Business Mentoring program**

The Southern Business Mentoring program offers free one-on-one, one hour consultations with specialised, independent consultants to eligible businesses operating within the City of Onkaparinga. Not for profit clubs, including sporting clubs are eligible for this program and can benefit from professional mentoring in areas such as general business, digital marketing, grants, Human Resources, WHS and cyber security.

### **Multi Use Sporting Facility Action Plan**

The Multi Use Sporting Facility Action Plan aims to improve the business operations at our 15 Multi Use Sporting Facilities to assist them respond to the challenges of increased operational costs, ongoing high reliance on volunteers, and the complexities of managing a shared community facility.

### **Sector wide initiatives**

There are a range of organisations and sector specific initiatives designed to help reduce the administrative burden for local not for profit club volunteers including:

#### **Sport SA**

Not for profit organisation who provide professional support, training and advocacy to sporting organisations, commercial sports organisations, local government bodies, clubs and associations across South Australia.

Sport SA provide ongoing training opportunities in areas such as Complaint Handling, Mental Health Awareness, and Child Safe Awareness. A fee is charged for each training session for members. Non-members can also access training for an additional fee.

In addition, Sport SA have partnered with the South Australian Business Chamber to provide a suite of professional advisory services for members including a Business Advisory hotline, and consultations for Workplace Relations/Industrial Relations, Advisory, Mediation/Dispute, Workplace Health and Safety and Business Strategy. The initial service costs for members are either fully funded or subsidised by Sport SA.

Sport SA training opportunities and services are regularly promoted to our local sports clubs through the OACNET newsletter.

#### **Community Centres SA**

Community Centres SA focus on ongoing professional development and capacity building activities for the community centre sector, their members and allied organisations in a range of areas including Governance, Community Development, Communication and Engagement and Community Needs Analysis.

Community Centres SA also keeps the sector informed about the latest information from Government and the community services sector including grant and partnering opportunities and policy developments and offer a fee for service for consulting services by request.

#### **Volunteering SA/NT and Southern Volunteering**

As the peak body for the sector, Volunteering SA&NT serves as an advocate and support hub for small volunteer organisations and board-managed community centres, providing essential tools and guidance. Board managed community centres with turnover under \$500,000 can access



membership that provides access to a specialised Resources Hub, discounted professional development, and promotion of their volunteer roles to a broader audience.

Southern Volunteering acts as the local 'go-to' hub within the southern region of Adelaide, providing hands-on recruitment services and sector support specifically for community centres and volunteer organisations and sporting clubs operating across the City of Onkaparinga.

### **Community Business Bureau**

The Community Business Bureau supports Australia's not for profit organisations by providing a range of salary packaging shared services across the country. The Community Business Bureau have partnered with VUCA, an advisory firm dedicated to the not for profit sector, who offer advice in strategic planning, board governance frameworks and policy, business mentoring, board performance evaluation and risk management capability. Local clubs, groups and associations can access this support at a fee for service.

### **Private providers**

Private organisations in the sport and recreation industry offer administration support services for sports clubs to help simplify and enhance their management and operations.

Belgravia Sports Community, for example, provide tools, resources, and expert guidance in areas such as member management, financial planning, compliance, or communication strategies. This is a fee for service model.

Other private providers such as Sports Accounting Australia assist the sporting industry with finance and business planning services including accounting services, business process system implementations, bookkeeping, and financial analysis. Their goal is to enhance the governance of sports organisations, allowing them to prioritise their members and stakeholders rather than being tied up with administration. This is a fee for service model.

### **Office for Recreation Sport and Racing - Sector Success Program**

The Office for Recreation, Sport and Racing's newest funding program, the Sector Success Program, was launched in October 2025. The program has a Workplace and Volunteering stream which supports projects that implement innovative, practical strategies to reduce the reliance on a small number of volunteers. Projects seeking funding towards a shared services model are eligible under this program.

Applicants may request up to \$250,000 per project. All projects must include a level of co-investment to increase the overall return on Office for Recreation, Sport and Racing funding. Sporting clubs, associations and councils are all eligible to apply for funding through this program.

Because the funding is not ongoing, applicants are encouraged to consider a sustainable, long-term approach so that services created through the grant program may continue once the funding ends.

### **Regional Sports Administrative Hub – Gippsport (Victoria)**

In the Gippsland region, a pilot program called the Regional Sports Administration Hub Project, launched in March 2025 to help reduce volunteer workload. Funded through the Victorian Government's Sustainable Volunteer Workforce Program, selected clubs are eligible to receive dedicated administrative support for accounting, sponsorship, governance, child safety and succession planning from regional body, GippSport.

Clubs receive approximately 3 hours of support each week, provided by a GippSport sports administrator. This service is fully subsidised in the first year with clubs contributing towards the cost in years 2 and 3 to support long term sustainability. The pilot program currently supports 6 clubs with potential for expansion.



## Shared Services Model Options – Summary Table

Option	Advantages	Disadvantages
Option 1 – Council Provision of Shared Services	<ul style="list-style-type: none"> <li>• Consistent, professional support</li> <li>• Reduces volunteer workload; strengthens governance and compliance</li> <li>• Improves administrative capability and reporting</li> <li>• Cost efficiencies</li> <li>• Clubs avoid purchasing/managing software</li> <li>• Council gains clearer insight into club needs</li> <li>• Opportunity for improved relationships</li> </ul>	<ul style="list-style-type: none"> <li>• Significant resource and budget impacts</li> <li>• Legal, compliance, fraud and governance risks</li> <li>• Clubs may be reluctant to share sensitive information</li> <li>• Competitive neutrality concerns</li> <li>• Liability risks if errors</li> <li>• Hidden costs and sustainability concerns</li> <li>• Potential negative public perception</li> <li>• Risk of long term dependence on Council</li> </ul>
Option 2 –Sector Led Shared Services	<ul style="list-style-type: none"> <li>• Consistent, professional support</li> <li>• Reduces volunteer workload; strengthens governance and compliance</li> <li>• Cost efficiencies</li> <li>• Greater autonomy and control</li> <li>• More consistent services across member clubs</li> <li>• Standardised, efficient processes</li> <li>• Faster, more flexible decision-making</li> <li>• Tailored services</li> <li>• Encourages innovation</li> <li>• Stronger collaboration and advocacy</li> <li>• Scalable as clubs grow</li> <li>• Clearer visibility of club health</li> </ul>	<ul style="list-style-type: none"> <li>• 'One size fits all' may not suit all clubs</li> <li>• Difficulty establishing services</li> <li>• Complex governance structures</li> <li>• Hidden or rising costs</li> <li>• Risk of over dependence</li> <li>• Potential slower response times</li> <li>• Uneven resource distribution</li> <li>• Cultural clashes between clubs possible</li> <li>• Errors or miscommunication strain trust</li> <li>• Less personalised experience</li> <li>• Higher expectations for data management</li> <li>• Systems may not suit all clubs</li> <li>• Some clubs may see poor value</li> </ul>
Option 3 – Advisory and Support Model	<ul style="list-style-type: none"> <li>• Consistent, professional support</li> <li>• Helps strengthen governance and compliance</li> <li>• Clubs retain autonomy</li> <li>• Cost efficiencies</li> <li>• Builds volunteer skills and capability</li> <li>• Improves governance</li> <li>• Flexible on demand support</li> <li>• Equitable support across many clubs</li> <li>• Clubs retain control of their data</li> <li>• Low risk to Council</li> <li>• Encourages collaboration</li> </ul>	<ul style="list-style-type: none"> <li>• Clubs responsible for day-to-day operations</li> <li>• Club/volunteers must implement</li> <li>• Dependent on council capacity to support</li> <li>• Limited staff time may restrict depth of support</li> <li>• Less flexible than fully club led models</li> </ul>

## 10.4 DRAFT RATING POLICY 2026-27

### Report contact

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### Manager

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### Director

Jade Bird, Director Corporate

### Meeting

Council

### Date

17 March 2026

### 1. Purpose

This report presents the draft 2026-27 Rating Policy for Council's approval to be included as an attachment within the draft Annual Business Plan for community engagement.

### 2. Recommendations

**That Council approve the draft Rating Policy 2026–27 for community engagement purposes (Attachment 1 to the agenda report).**

### 3. Executive summary

In accordance with the *Local Government Act 1999* (the Act), Council develops a rating policy that considers the principle that rates constitute a system of taxation for local government purposes. The rating policy is assessed annually as part of the financial planning and budgetary process and development of the Annual Business Plan (ABP), prior to community engagement.

The rating policy must balance the need for financial sustainability of the council to pay for the goods, services and infrastructure required by the community with the principles of equity and the ability of ratepayers to pay.

The updates to the 2026-27 rating policy are minor, and maintain the existing rating structure, including:

- the application of a fixed charge component
- use of differential rates with overall proportions of rate revenue contributed by each land use category in line with the prior year (adjusted for growth and other movements), and
- application of a rate cap rebate of 10% for residential properties.

The actual amount of the fixed charge and the cents in the dollar for the general rate, Regional Landscape Levy and Community Wastewater Management System service charges will be provided in future reports when rate modelling parameters have been set, and are therefore reflected as \$0.\*\*\*\*\* in the policy. This report is seeking Council approval of the overall rating structure contained within the policy, with the final figures to be included in the policy contained within the final Annual Business Plan 2026-27.

#### 4. Background

Policy and/or relevant legislation	<i>Local Government Act 1999</i> (Chapter 10)
Who did we talk to/who will we be talking to	Community, stakeholder and Elected Member feedback captured during prior engagements has been considered in the development of the draft 2026-27 policy.

#### 5. Discussion

In accordance with the Local Government Act 1999 (the Act) Council develops a rating policy that considers the principle that rates constitute a system of taxation for local government purposes. The rating policies aim to create an equitable contribution of rates from ratepayers and put in place strategies to provide relief from rates (where suitable) and consider the financial impacts of decisions for current and future generations.

Under Section 123 of the Act, Council must include details of the proposed rating policy in the draft Annual Business Plan (ABP) and consider any submissions or feedback received as part of the community engagement process. The ABP is then able to be finalised and adopted for the coming year.

Council's current rating structure provides for a general rate comprised of two components:

- a fixed dollar charge per property (fixed charge component); and
- a variable rate calculated using the property valuation (variable component).

This report does not consider the overall rate revenue required for 2026–27 but discusses in general terms the components of general rates and rating structure.

The actual amount of the fixed charge and the cents in the dollar for the general rate, Regional Landscape Levy and Community Wastewater Management System service charges will be provided in future reports following rates modelling and budget outcomes on the overall rate revenue required, and are therefore reflected as \$0.\*\*\*\*\* in the policy.

This report is seeking Council approval of the overall rating structure contained within the policy, with the final figures to be included in the policy contained within the final Annual Business Plan 2026-27.

A summary of some of the key elements within the policy are presented below.

##### **Fixed charge component**

The fixed charge component is the base contribution (by each property) to the cost of administering Council activities and maintaining the services and physical infrastructure that supports each property within Council's boundaries. Over recent years, the fixed charge has been adjusted to assist Council to achieve the key objectives stated in its Rating Policy and, more specifically, to prevent inequitable shifts in rate responsibility due to property market forces.

Changes to the fixed charge component do not change the total amount of rate revenue generated by Council. A review of the total amount of revenue contributed by the fixed charge component will be done as part of the rates modelling and subsequent report that will be presented to Council in May 2026.

## **Different rates and land use category proportions**

In principle, the contributions to be made by each land use category will be similar to that made last year, adjusted for changes in the overall number of rateable properties (negative or positive) within each category. Changing the overall basis for these proportions would require a rating review and additional community engagement.

### **Rate rebates**

Under the Act, some land is subject to a mandatory rebate (ranging in %) based on land use. This can include educational facilities, hospitals, cemeteries and land used for religious purposes. In addition, Council can approve discretionary rebates where appropriate. A review of the discretionary rebates program was undertaken in November 2025. This review recommended a redesign of the program including:

- Changes to the assessment criteria
- Limit the life of a discretionary rebate to 3 years
- Notify all current discretionary recipients of the requirement to lodge a new application for the 2026-27 financial year
- Develop and implement an awareness campaign regarding the availability of discretionary rebates

Council supported the review and redesign of the discretionary rebates program at its meeting held 9 December 2025, with changes to take effect as part of the 2026-27 budget process.

A separate Rate Rebate Policy is available for further information and a report discussing the rate rebates to be applied for 2026-27 will be presented to Council in May 2026.

### **Rate cap rebates**

Rate cap rebates is a form of discretionary rebate based on setting a maximum amount of increase that a ratepayer will pay compared to the previous year, where the increase in valuation movement is beyond the ratepayer's control (e.g. increases due to significant capital improvements or change of owner are not eligible for rate capping purposes). The impact of capping rates however, is to spread the amount rebated to affected ratepayers across to all other ratepayers within that land use category. This can be seen to be redistributing the burden to those ratepayers who did not receive a property value increase.

Council's draft 2026-27 rating policy provides for the application of a 10% rate cap rebate on the variable component of the general rate, which is the component of the rate influenced by property valuation increases. In the case where the fixed charge has caused the total rates bill to increase by more than 10%, the rate cap rebate would not apply. However, the fixed charge is set by Council and therefore the impact of any fixed charge changes on individual rates can be managed through the rates modelling process. In addition, the fixed charge is set to ensure all ratepayers pay a base contribution.

Further modelling will be presented to Elected Members in May based on the most updated valuation data received, however at this point it is recommended that the rate cap rebate of 10% to the residential category remains in place.

### **Regional Landscape Levy**

The Regional Landscape Levy is a state tax that is required to be collected by Councils and passed on to the relevant Landscape Boards. Council is advised of the total amount of revenue to be collected and considers the distribution of this in its rate modelling.

The City of Onkaparinga collects this tax on behalf of two boards, Green Adelaide and Hills & Fleurieu. As part of the recent submission to the independent review of The Landscape South Australia Act 2019, Council recommended that the collection of this levy was managed by a state government agency such as Revenue SA. Until such a time as the legislation changes however, Council will be required to collect this on behalf of the Landscape Boards.



## Service Charges

Service charges relating to the Community Wastewater Management System are collected via the rates notices. This is a service charge for those ratepayers who are on the system (approximately 4,500 in the City of Onkaparinga) and is not considered a rate as it is a fee-for-service. The service charge and any rebate is considered through the budget process.

## 6. Financial implications

### Scope of impact

This report does not consider the overall rate funding required for 2026–27 but sets out the general rating structure for approval.

The overall rate revenue required will be determined as part of the budget process. Rates modelling, which sets out how the distribution of rates will be spread across the community, will be presented in a separate report to Council in May 2026.

## 7. Risk and opportunity management

Risk	
Identify	Mitigation
Ratepayers perceive they are not being treated equitably	A report on rate modelling parameters will be presented to Elected Members to enable them to make further decisions about the equitable setting of rates. This will consider the overall rate revenue required to be raised, the proportion of the fixed charge component and the impacts on the cents in the dollar.
Failure to complete the 2026–27 financial planning process in accordance with the approved 2026–27 financial planning timetable results in reputational and financial exposure for council.	The financial planning timetable for 2026–27 meets the timing obligations specified in the Act regarding the ABP, budget and rate notification processes. This timetable has been communicated to key stakeholders, with regular engagement with Elected Members to ensure issues are discussed and resolved in a timely manner. The budget, ABP and declaration of rates are required to be adopted by 15 August 2026.

## 8. Timelines and deadlines

Under Section 123 of the Act, Council must include details of the proposed rating policy in the draft ABP and consider any submissions or feedback received as part of the community engagement process. The draft ABP is scheduled to be presented to Council on 14 April 2026 for approval to proceed to community engagement, and outcomes will be considered in early June 2026.

## 9. Next steps

Approval of this draft policy following community engagement on the draft rating policy, budget and ABP, a final version of the Rating Policy 2026-27 will be included in the ABP for adoption scheduled for 25 June 2026.

## 10. Attachments

Attachment 1 – Draft Rating Policy 2026-27 (19 pages)

- END OF REPORT -

## POLICY– COUNCIL

## Rating Policy 2026-27

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## 1. Document control

<b>Author – name and position</b> (to whom changes are recommended)	Tania Feleppa Team Leader Revenue
<b>Stakeholders</b> (audience and engagement groups)	Community, Elected Members, Directors, Managers and Staff
<b>Reviewed by – name and position</b>	Jade Bird Director Corporate
<b>Approved by</b> (document owner)	Council
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Electronic version on the intranet or website is the controlled version.

## 2. Preamble

Council is required to raise and collect rates to balance and achieve several guiding principles and objectives. Council adopts this policy to set the rating objectives within its area. Where Council is committed to achieving standards that are not imposed upon it by statute, its commitment is to endeavor to achieve those standards or requirements within available resources. The contents and commitments in this policy is a statement of Council's general position.

## 3. Policy purpose

POLICY – Rating Policy 2026-27

The purpose of this policy is to outline council's approach towards rating its communities and to meet the requirements of the *Local Government Act 1999 (SA)* (the Act) with reference to Section 123. Section 123 requires council to have a rating policy that must be prepared and adopted (as part of the Annual Business Plan) each financial year in conjunction with the declaration of rates.

Council's rating policy and policy objectives, methodologies and rating strategies have been designed to provide a balance against the principles of taxation, whilst also balancing the community needs and broader economic and development objectives.

## 4. Definitions

Act	refers to the <i>Local Government Act 1999 (SA)</i> .
Capital value	refers to the valuation methodology used in determining the value of land, as defined in the Valuation of Land Act 1971
Council	(with a capitalised C) refers to the elected Council body
council	(with a non-capitalised c) refers to council as the organisation.
CWMS	refers to the Community Wastewater Management System within the Council area formerly referred to as Septic Tank Effluent Disposal Schemes (STEDS).
Different rate	refers to a rate that may be applied to a category of land that is different to the rate applied to other land categories (termed differential rates under the Act).
Fixed charges	refers to a charge that must apply equally to each separate piece of rateable land in the area under Section 152(1) of the Act.
General rate	refers to the rate in the dollar that applies to properties in the calculation of the general rate payable by way of Council Rates. Please note that the 'General Rate' is also referred to as the Differential General Rate under the Act and also includes the fixed charge component charged.
Postponed rates	refers to any rates postponed under Section 182 or 182A of the Act.
Primary production	for rating purposes is defined as per section 5(1) of the <i>Valuation of Land Act 1971</i> : (definition of 'business of primary production'); <i>'the business of agriculture, pasturage, horticulture, viticulture, apiculture, poultry farming, dairy farming, forestry or any other business consisting of the cultivation of soils, the gathering in of crops or the rearing of livestock or consisting of the propagation and harvesting of fish or other aquatic organisms.'</i>
Rating	refers to the overall process of raising revenue by way of levying rates and charges.

Rebates	refers to an amount that a rate or charge may be reduced in accordance with Chapter 10, Division 5 of the Act.
Remissions	refers to any reduction in amount payable granted in accordance with Section 182 of the Act.
Residential rate cap rebate	refers to the rate cap applied to properties with a Residential land use, subject to specific criteria, which is applied under the discretionary rebate provisions of Section 166(1)(l) of the Act.
Separate rate	refers to a rate that applies in addition to other rates and charges, which is used to fund specific activities in accordance with Section 154 of the Act.
Service charge	refers to a charge imposed for the provision of a prescribed service under Section 155(1) of the Act.

## 5. Principles and objectives

In developing the rating policy, Council is required to make judgements based on several guiding principles and objectives. These principles and objectives are often competing and need to be balanced to achieve the desired outcome for the community.

Council's policy directions are guided by four themes that are central to achieving our vision as outlined in the Community Vision 2034: Community, Environment, Liveability and Leadership.

Council's role is to ensure that our communities have access to an appropriate range of facilities and services. In all things, council considers if its direction aligns with the principles that defines who it is. Council believes in:

- putting people first
- enabling equity
- promoting strengths
- seeking to understand
- being resourceful
- encouraging investment
- working strategically towards our vision.

Council is required to raise revenue for the purpose of governance, administration and the provision of appropriate goods and services required by the community. The goods and services are especially those that would not be provided by private businesses e.g. infrastructure, street lighting, regulatory and compliance activities.

Chapter 10 of the Act requires local government to levy rates and charges on land and provides some principles for consideration when developing rating policies. The key principle in levying rates recognises that rates constitute a system of taxation on the community for local government purposes (generally based on the value of land).

In developing this policy Council has considered the following five principles:

- equity (taxpayers with the same income pay the same tax (horizontal equity), wealthier taxpayers pay more (vertical equity))
- benefit (taxpayers should receive some benefits from paying tax, but not necessarily to the extent of the tax paid)
- ability-to-pay (in levying taxes the ability of the taxpayer to pay the tax must be considered)
- efficiency (if a tax is designed to change consumers behaviour and the behaviour changes the tax is efficient (e.g. tobacco taxes), if the tax is designed to be neutral in its effect on taxpayers and it changes taxpayer's behaviour a tax is inefficient)
- simplicity (the tax must be understandable).

The principle of 'benefit' (above) supports the philosophy that rates should not be regarded as a user pays system and it should be recognised that benefits are consumed differently over the life cycle of a ratepayer.

To some extent, in practice these principles conflict with each other. Council must therefore strike a balance between:

- the application of the principles
- the policy objectives of taxation
- the need to raise revenue
- the effects of the tax on the community.

Council has identified and developed the following key objectives in response to the outcomes of our community engagement activities and on-going annual reviews:

### **Equity for our communities**

To achieve this objective our policy is designed to:

- improve equity in rate distribution across our communities
- prevent inequitable shifts in rate responsibility
- collect a base contribution from all rateable properties
- equally distribute the responsibility of rates across the community (unless some compelling application of the other taxation principles should be applied)
- raise an equitable level of contribution from each land use sector.

### **Benefit to our communities**

To achieve this objective our policy is designed to:

- minimise the impact of property valuation movements
- move away from valuation-based rating by breaking the direct link between valuation and rates
- maintain the relativity within differing communities and between communities

### **Economic and property development**

Our rating policy seeks to balance Council's economic and property development focus and to achieve this objective our policy is designed to:

**POLICY – Rating Policy 2026-27**



- facilitate a strong and vibrant economic environment
- support the growth of business within the area
- balance the issue of consumption of resources with economic development objectives
- encourage development on vacant land
- recognise the importance of arable land suitable for viable primary production

### **Taxation principles**

Council is faced with balancing its service levels, the needs and expectations of the community and setting appropriate tax levels that can sustainably resource its roles and responsibilities. In setting its rates for the financial year, Council provides primary consideration to strategic directions, budget considerations, the current economic environment and likely impacts on our communities. Feedback from our communities generally indicates a desire to lower the rate in the dollar to reduce rapid rate increases from valuation movements.

Council achieves a reduction in the above risk by setting an appropriate fixed charge. Applying a fixed charge at the required level ensures an equitable base contribution is achieved from all rateable properties, reducing the reliance on the rate in the dollar component and equitably distributing the rates burden.

Council determines the total annual rate revenue as part of the financial planning and budgeting process and the amount raised from the fixed charge is a component of the total revenue. Increasing the total raised from the fixed charge does not increase the overall rate revenue, but simply reduces the revenue raised against the property valuation. This has the effect of lowering the rate in the dollar and assists in managing large valuation movements.

The current rating objectives and strategies meet the direction and goals expressed in the Community Vision 2034 and Long Term Financial Plan, with each component of our rating strategy rating highly against the principles of taxation.

In developing the Rating Policy for 2026–27 Council will undertake a community engagement process including information provision and community education as a key focus.

## **5.1 STRATEGIC AND BUDGET CONSIDERATIONS**

Council has determined that the application of an annual Rating Policy should be developed within a framework which integrates strategic planning through to service delivery. The strategic directions for the city and the organisation are outlined in the Community Vision 2034.

The Community Vision 2034 represents our shared vision for the next ten years and is reviewed every four years. It sets the focus for Council, clearly outlining the key outcomes we want to achieve, which together form our vision of a connected community and sustainable future.

The Rating Policy for 2026–27 has been reviewed to reflect the strategic directions set in the Community Vision 2034.

Our financial planning framework provides a long-term financial plan to resource our strategic directions. As part of the financial planning and budget processes, the rate

**POLICY – Rating Policy 2026-27**

revenue required to meet expenditure needs is calculated considering other sources of revenue. The structure of the rating system is then determined having consideration for how the rates are levied between, and within, various categories of ratepayers.

## 5.2 RATING STRATEGIES AND METHODOLOGIES

The following key strategies and methodologies have been developed consistent with our policy principles to meet the rating objectives:

- valuation methodology based on capital value
- different rates for different land use categories
- rating applied in accordance with ownership or occupation (where the ratepayer is listed in the Assessment Record)
- recognition of contiguous land
- application of single farm entity
- contribution methodology to determine the different rates is based on a percentage of total rate revenue required from each category (adjusted for growth)
- incorporating a fixed charge as a component of the general rate
- rate rebates (including rate capping for residential properties and discretionary rebates)
- rate remissions.

### 5.2.1 VALUATION METHODOLOGY

Councils may adopt one of the following two valuation methodologies to value the properties in its area (Section 151 of the Act):

- capital value: the value of land, buildings and other improvements
- annual value: the value of the rental potential of the property.

Council adopts the use of capital value as the basis for valuing land within the council area. Council considers that this method of valuing land provides the most equitable distribution of the rates burden as it identifies the land and improvements and is consistent with the taxation principle indicating a person's capacity to pay.

Council does not determine property valuations but chooses to exercise the right under Section 167 of the Act to adopt the capital valuations as assessed by the Valuer-General (VG). If a ratepayer is dissatisfied with a property valuation, an objection may be made as detailed in Section 5.6.5.

### 5.2.2 DIFFERENTIAL RATING

The Act allows councils to 'differentiate' rates based on the use of the land, the locality of the land, the use and locality of the land or on some other basis determined by the council.

The City of Onkaparinga applies **different rates based on land use**. The Act further allows council the option to use a combination of factors (land use and locality) to apply different rates. Land use is recognised by other taxing agencies and is easily identified

and understood by our communities. It is therefore considered the most appropriate method for applying different rates by most councils.

Differential rates better reflect consumption of council services but can also be tailored to support other key objectives eg., economic development, encourage capital development or recognise the value of a specific land use sector. The differential rating strategy assists in addressing all of council's rating objectives. Definitions of the use of the land are prescribed by regulation and are categorised as follows for rating purposes:

- Residential
- Commercial – Shops
- Commercial – Office
- Commercial – Other
- Industrial – Light
- Industrial – Other
- Primary Production
- Vacant Land
- Other
- Marina Berths

As part of the valuation assessment process the VG recommends a land use to each assessment, identifying the predominant use of the land. This land use is applied by various taxing authorities. Council generally applies this land use for general rating purposes, however under the Act, council is the relevant authority that determines land use for rating purposes. The rating land use applied by council must meet the definitions under Development Regulations. As such the local government land use may vary from that used by other taxing authorities.

If a ratepayer believes that a property has been wrongly classified as to its land use, then an objection may be made as detailed in Section 5.6.6.

#### 5.2.3 RATING IN ACCORDANCE WITH OWNERSHIP OR OCCUPATION

Rates are assessed against any piece of land subject to separate ownership or occupation.

If the owner is not the ratepayer in respect of the land—the name and address of the principal ratepayer being an occupier of land may, with the consent of the owner, apply to the chief executive officer of a council to have the occupier's name entered in the assessment record as the principal ratepayer in respect of the land.

#### 5.2.4 CONTIGUOUS LAND

For the purposes of this Part, land will be regarded as being contiguous to other land if the land—

- (a) abuts on the other land at any point; or
- (b) is separated from the other land only by—



- (i) a road, street, lane, footway, court, alley, railway or thoroughfare; or
- (ii) a watercourse or channel; or
- (iii) a reserve or other similar open space.

#### 5.2.5 SINGLE FARM ENTITY (SFE)

Council offers the ability to group rating assessments to genuine farmers who meet the eligibility criteria listed under the Act. SFE's that are used primarily for the business of grazing (including agistment), dairying, pig-farming, poultry-farming, fish-farming, tree-farming, beekeeping, viticulture, horticulture, fruit-growing or the growing of crops of any kind or for any combination of those activities qualify for a single fixed charge to apply over the group.

#### 5.2.6 CONTRIBUTION METHODOLOGY

Council's underlying philosophy is that the responsibility of rates should be equitably distributed across the community unless some compelling application of the other taxation principles is applied to ensure the equity of the tax.

To minimise the impact of valuation movements, prevent inequitable shifts in rate responsibility and improve equity in rate distribution across the community, Council has determined that the proportion of total rate revenue contribution payable by each of the land use sectors should be maintained at a similar level as that paid in the previous year (adjusted for growth and other movements).

The contribution methodology is an integral component of our overall rating strategy that assists in achieving a number of our rating objectives, by:

- improving equity in rate distribution across the community
- preventing inequitable shifts in rate responsibility
- minimising the impact of property valuation movements
- raising an equitable level of contribution from each land use sector
- maintaining the relativity within differing communities and between communities
- recognising communities where there is a greater consumption of services and resources
- ranking highly against the principles of taxation.

#### 5.2.7 DIFFERENT RATES

Council adopts differential general rates primarily based upon land use and the assessed capital value of the land, including any improvements thereon. The differentiating factors are the permitted land use categories.

Council has determined that a different rate will be applied for 2026-27 to all assessments attributed with the following land use:

**Residential - different rate of 0.xx cents in the dollar**

**Commercial and Industrial - different rate of 0.xx cents in the dollar**

**Primary Production - different rate of 0.xx cents in the dollar**

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**Vacant Land - different rate of 0.xx cents in the dollar**

**Other - different rate of 0.xx cents in the dollar**

#### 5.2.8 FIXED CHARGE

**Council has determined that a fixed charge of \$xxx will be applied to rateable assessments for 2026–27.**

The Act allows councils to impose a fixed charge on each rateable property in its area, providing that it has not also imposed a minimum rate (Section 152 of the Act).

The primary reason for imposing a fixed charge is to ensure that all rateable properties make a base contribution to the cost of administering council activities and maintaining services and physical infrastructure.

A fixed charge has the effect of reducing the rate in the dollar that will be applied to the property valuations, which in turn assists in addressing policy objectives developed in response to the outcomes of community engagement activities.

In applying a fixed charge only one charge can be imposed on two or more adjoining assessments with the same owner and occupier (contiguous).

Where a ratepayer believes that they may be eligible for a reduction in the fixed charge applied to contiguous assessments an objection may be made as detailed in Section 5.6.5.

#### 5.2.9 RATE REBATES

**Council will grant a mandatory rebate upon the applicant satisfying the requirements under Sections 159 to 165 of the Act.**

**Applications for discretionary rebates lodged under Section 166 of the Act will be considered under Council's *Rate Rebate Policy*.**

The Act acknowledges that there are particular land uses that are economically disadvantaged and provide local community benefit and therefore must be offered rate relief in order to be sustainable. On this basis some rebates under the Act are applied as a mandatory requirement however further discretionary provisions allow Council to determine whether other desirable land uses may be offered rate relief.

Council reviews the Rate Rebate Policy every three years which provides the full details regarding rate rebates permissible under the Act. This policy document supports our main Rating Policy.

The rate rebate strategy addresses the following objectives:

- improves equity in rate distribution across the community
- ranks highly against the principles of taxation

##### 5.2.9.1 RATE CAP REBATES

**For the 2026–27 financial year Council has determined that a rebate be applied to properties with a Residential land use to cap any increase in the differential rates related to the valuation component at 10%, subject to specific criteria.**

A rebate cap will not be applied where the rate increase is as a result of an increase in valuation from significant capital improvements on the property (regardless of when the development was undertaken) or where there has been a change in the land use since the commencement of the previous financial year or a change in ownership or licence to occupy during the two prior financial years. It will also not be applied to those that already have an approved mandatory or discretionary rebate.

In the case where the fixed charge has caused the total rates bill to increase by more than 10%, the rate capping rebate does not apply. The fixed charge is not subject to valuation movement and is set to ensure all ratepayers pay a base contribution.

Rate capping (subject to certain criteria) recognises that in some circumstances residents have no control over increases in property valuations. Where a significant valuation increase is as a result of market forces and not as a result of purchasing the property, the rates levied as a result of that valuation increase should be capped at a level that minimises the impact to a reasonable level.

The rate capping strategy addresses the following objectives:

- improves equity in rate distribution across the community
- prevents inequitable shifts in rate responsibility
- minimises the impact of property valuation movements
- ranks highly against the principles of taxation.

The rate cap will be applied automatically to properties that can be readily identified as being eligible. Where this rebate is not applied automatically, ratepayers who consider they could be eligible for the Rate Cap Rebate may lodge an application. Council rebates or remissions are not included in the capping calculation process. The application must be lodged prior to 31 August 2026. This rebate is applied under the discretionary rebate provisions of Section 166(1)(l) of the Act. The Rate Capping Application Form appears as an attachment to the Rate Rebate Policy.

#### 5.2.10 REMISSION AND POSTPONED RATES

**Application for remission of rates and charges, fines and interest or postponement of rates will be considered under the discretionary provisions of Sections 181 and 182 of the Act.**

Council will accept requests for remission of fines and interest in certain extenuating circumstances. A request for waiver of fines and/or interest should provide detailed reasons why a remission has been requested.

Council will accept requests for postponement of rates from ratepayers suffering on-going or extreme financial hardship through a qualified financial counsellor and will consider the recommendation on a case by case basis.

Council will consider a request for remission of rates when the property is being sold due to a ratepayer experiencing financial hardship. Financial hardship must be confirmed in writing by a qualified financial counsellor at the time of application for remission of rates or postponement for hardship.

Monthly interest at the prescribed rate will be applied to rates postponed under Section 182 of the Act.

**Application for postponement of rates and charges for holders of a State Seniors Card will be considered under the provisions of Section 182A of the Act – ‘Postponement of rates – Seniors’.**

To assist seniors, council promotes and supports ratepayers to consider options such as postponement of rates for seniors. Under this scheme eligible ratepayers can annually postpone or defer any rate amount above \$500. In addition, should a ratepayer elect to pay more than the \$500 in any given year, the amount paid in excess is applied to the balance outstanding.

Applications must be lodged in writing and must provide evidence of eligibility plus other evidence as required. Requests must be lodged on the Application Form for Postponement of Rates Seniors. Monthly interest at the prescribed rate will be applied to rates postponed under Section 182A of the Act.

Where an application for postponement under Section 182A is granted, a presumption of on-going annual postponement will be assumed.

The remission of fines and interest and postponement strategy addresses the following objectives and taxation principles:

- improves equity in rate distribution across the community
- ranks highly against the principles of taxation.

### **5.3 STATE GOVERNMENT REGIONAL LANDSCAPE LEVY – SEPARATE RATE**

The South Australian Government has introduced a major legislative reform program with the introduction of the Landscape South Australia Act 2019 (the Act) which replaces the *Natural Resources Management Act 2004*.

The legislation provides the framework for how the state's natural resources will be managed with a stronger emphasis on effective water management, pest plant and animal control, soil and land management and decentralised decision-making. These changes aim to provide communities a greater voice in natural resources management.

The Regional Landscape Act has implications for local government, particularly in relation to the land-based levy collection process and the realignment of boundaries. The Act creates nine landscape management regions with NRM boards being replaced by eight new regional landscape boards and a metropolitan landscape board, being Green Adelaide. The levies raised for 2026–27 will be based on the Regional Landscape Boundaries.

The landscape levy collection process for 2026–27 remains largely the same as previous arrangements under the Natural Resources Management Act 2004. There are no proposed changes to the basis of the regional landscape levy. The Regional Landscape Act imposes a cap on levies across the state and limits future increases in the levy to CPI.

Councils will continue to recover ongoing collection costs from regional landscape boards.

All council contributions and the basis of the regional landscape levy will be set out in the landscape board (and Green Adelaide) business plans. The landscape boards will have responsibility for notifying councils of their share and Council will continue to set a levy rate under the *Local Government Act 1999* in accordance with the advice provided by



the Department of Environment and Water. Council is unable to influence the amount set for each Board and is the body utilised by the State Government to collect the levy.

Money raised through the imposition of the levy is paid to the central Landscape Administration Fund for later distribution to the landscape boards.

Council is required to collect this mandatory state government levy as a separate rate for Natural Resources Management. This levy for 2026–27 is applicable to land previously within the area of the Adelaide and Mt Lofty Ranges Natural Resources Management Board and the SA Murray-Darling Basin Natural Resources Management Board.

For 2026–27 the regional landscape levy for the properties previously located in the previous Natural Resources Management Board regions will now be known as either Green Adelaide or as Hills and Fleurieu.

#### **Regional Landscape Levy for 2026-27:**

**Green Adelaide – 0.xx cents in the dollar**

**Hills & Fleurieu - 0.xx cents in the dollar**

Council is required to forward the revenue raised to the state government and does not determine how the revenue is to be spent.

### **5.4 SERVICE RATES AND CHARGES**

Council provides a Community Wastewater Management System (CWMS) to seven districts within the city. To fund the provision of this service council imposes a service charge to recover the cost to the council of establishing, operating, maintaining, improving and replacing infrastructure (taking into account depreciation of any assets and including future capital works).

#### **5.4.1 WASTE AND MINOR TRADE WASTE**

Council will recover the cost of this service through the imposition of a uniform service charge on each of the relevant assessments (including non-rateable land) for the disposal and treatment of residential waste and minor trade waste.

The CWMS service charges will be as follows for 2026–27:

- **occupied allotments - \$00.xx per property unit**
- **vacant allotments - \$00.xx per property unit**

In the case of a single residential household a 'Property Unit' will equal one. In the case of higher use properties (such as schools, hospitals, and other multiple tenancy properties etc) an equivalent unit charge is calculated. In calculating property unit's council adheres to the LGA Community Wastewater Management Systems (CWMS) Code issued in April 2006.

CWMS Service Charges where Aerobic or Sand Filter systems are in use:

- Owners of aerobic or sand filters systems shall be entitled to a 50% remission on the annual charge provided they show evidence of an annual maintenance contract and have been issued with an exemption by an Environmental Health Officer. No new exemptions will be issue



- Owners of aerobic systems who do not show evidence of an annual maintenance contract and any property owners with a conventional subsurface disposal system who discharges effluent above ground or into stormwater systems intentionally or otherwise will be required to connect to the CWMS system immediately
- Connection to the system and/or the payment of the full connection fee shall be compulsory on the sale of an occupied property or the development of a vacant block.

#### 5.4.2 MAJOR TRADE WASTE

Council imposes a service charge or rate to recover the costs incurred by the council. This charge is for the disposal and treatment of major trade waste based on the nature and the level of usage of the service.

This service charge shall be set in compliance with our obligations under the Water Industry Act 2012 and related Price Determinations for Minor and Intermediate Retailers as determined by the Essential Services Commission of South Australia. Council will impose an annual service charge to recover the costs incurred by council for the disposal and treatment of major trade waste. This service charge to be calculated on either a per kilolitre basis or an annual amount (as negotiated with the customer). The service charge will be inclusive of the cost of service provision (based on the nature and the level of usage of the service), depreciation, return on assets plus other regulatory requirements.

#### 5.5 PAYMENT OF RATES

Rates are payable by quarterly instalments which will be due on 1 September 2026, 1 December 2026, 1 March 2027 and 1 June 2027. The total outstanding balance of rates may be paid in full at any time.

##### 5.5.1 PAYMENT METHODS

Council has determined that rates may be paid by the following methods (detailed on the back of the rate notice):

- Australia Post
- BPay
- Centrepay (Centrelink direct debit system)
- Council's 'Online Payments' system on [www.onkaparingacity.com](http://www.onkaparingacity.com)
- BPOINT via phone (1300 276 468)
- in person at Council offices during business hours

##### 5.5.2 LATE PAYMENT OF RATES

Council is required to impose **penalties for late payments** in accordance with the provisions of Section 181(8) of the Act and relevant council procedures.

Fines and interest for late payment are levied in accordance with the provisions of Section 181(8) of the Act. These provisions are the only provisions available to council to ensure that all ratepayers pay promptly.

The Act provides that:

*If an instalment of rates is not paid on or before the date on which it falls due:*

*(a) the instalment will be regarded as being in arrears*

*(b) a fine of two percent of the amount of the instalment is payable*

*(c) on the expiration of each full month from that date, interest of the prescribed percentage of the amount in arrears (including the amount of any previous unpaid fine and including interest from any previous month) accrues.*

Any ratepayer who may, or is likely to, have trouble with meeting the standard instalments and due dates can contact council to discuss alternative payment arrangements. It should be noted that fines and interest are still levied in accordance with the Act under any payment arrangement.

Council will consider applications for remission of fines in certain extenuating circumstances. A request for waiver of fines should be made in writing, setting out detailed reasons why a fine remission has been requested.

### 5.5.3 APPLICATION OF PAYMENTS

Council is required to apply **rate payments in accordance with the provisions of Section 183 of the Act.**

Section 183 of the Act provides that when the council receives a payment in respect of rates, the council applies the money received as follows:

- first – to satisfy any costs awarded in connection with court proceedings
- second – to satisfy any interest imposed
- third – in payment of any fines imposed
- fourth – in payment of rates, in chronological order (starting with the oldest amount first).

### 5.5.4 RECOVERY OF OUTSTANDING RATES

In accordance with sound financial management principles, the Revenue team will apply prudent debt management practices to rate debtors. This includes an on-going review of rates in arrears and following a systematic debt recovery approach.

Rates that remain in arrears for a period exceeding 30 days will be subject to recovery action in accordance with council's normal debt recovery procedures.

Section 184 of the Act provides that council may sell any property where any rates have been in arrears for three years or more. Council is required to notify the owner of the land of its intention to sell the land if payment of the outstanding amount (by cash or bank cheque) is not received within one month. Except in extraordinary circumstances, council will enforce the sale of land for arrears of rates.

### 5.5.5 VALUATION OBJECTIONS

If a ratepayer is dissatisfied with a property valuation then an objection may be made to the State Valuation Office in writing, within 60 days of receiving notice of the valuation, explaining the basis for the objection – provided they have not:

- previously received a notice of this valuation, under the Act, in which case the objection period is 60 days from the receipt of the first notice, or
- previously had an objection to the valuation considered by the State Valuation Office in the current financial year.

It should be noted that under the Valuation of Land Act 1971 the VG has the discretion to extend the allowable objection period where it can be shown there is reasonable cause.

Objections to valuations should be addressed to:

Valuer-General  
GPO Box 1354  
Adelaide SA 5001  
Email: OVGO objections@sa.gov.au  
Telephone 1300 653 345

The City of Onkaparinga has no role in this process, and it is important to note that the lodgement of an objection does not change the due date for payment of rates. Rates must be paid in accordance with the rate notice until otherwise notified by council.

#### 5.5.6 LAND USE OBJECTIONS

If a ratepayer believes that a particular property has been wrongly classified as to its land use, then an objection may be made (to council) within 60 days of being notified of the land use classification. Council may exercise its discretion to extend the allowable objection period where it can be shown there is reasonable cause.

It is important to note that the lodgement of an objection does not change the due date for payment of rates. Rates must be paid in accordance with the rate notice until otherwise notified by council.

#### 5.5.7 FIXED CHARGE OBJECTIONS

Where a ratepayer believes that they may be eligible for a reduction in the fixed charge applied to contiguous assessments, they must lodge their objection in writing to:

Chief Executive Officer  
City of Onkaparinga  
PO Box 1  
Noarlunga Centre SA 5168

The objection must contain full details of the ownership, occupants (tenants), dates of any lease agreements and date of purchase for each assessment subject to objection. Rates must be paid in accordance with the Rate Notice until otherwise notified by council.

## 5.6 DISCLAIMER

In accordance with Section 171(5) of the Act, **a rate cannot be challenged based on non-compliance with this policy** and must be paid in accordance with the required payment provisions.

Where a ratepayer believes that council has failed to properly apply this policy, they should raise the matter with council.

## 5.7 COMMUNITY ENGAGEMENT

In accordance with Council's desire to inform and involve the community, and in keeping with good practice, **a community engagement process will be undertaken annually** on the development of budget and rating processes and policy.

Community engagement is undertaken when developing the annual budget and rating policies as part of the draft annual business plan to ensure that transparency of the process is maintained and to provide an avenue for the community to contribute their opinion.



## 6. Attachments

Attachment 1 – Application for Postponement of rates for seniors

Attachment 2 – Application for Rate Capping

## 7. Relevant legislation and references

Printed documents

*Council policy, Rate Rebate Policy,*  
*Council policy, Financial Hardship Policy (Rates)*  
*City of Onkaparinga, Community Vision 2034*  
*City of Onkaparinga, Long Term Financial Plan 2025-26 to 2035-36*  
*LGA Annual Service charges for Community Wastewater Management Systems*

Legislation

*Local Government Act 1999*  
*Landscape South Australia Act 2019*  
*Valuation of Land Act 1971*  
*Water Industry Act 2012*

## 8. Further information

It is also available for inspection, downloading or printing from our website  
[www.onkaparingacity.com.au](http://www.onkaparingacity.com.au).

## 10.5 FINAL UPDATE REPORT FOR COUNCIL OWNED LAND LOCATED AT BRODIE ROAD HUNTFIELD HEIGHTS

### Report contact

Rochelle Redmond Asset Optimisation Specialist

### Manager

Ben Calder, Manager Operational Excellence (Acting)

### Director

Jade Bird, Director Corporate

### Meeting

Council

### Date

17 March 2026

### 1. Purpose

This report confirms the consent from the Minister for Local Government to the proposed revocation of the community land status of council reserve land at Brodie Road, Huntfield Heights and recommends to formally approve the revocation of the land from its community land classification.

### 2. Recommendations

That for the council owned allotment comprising of Allotment (Reserve) 221 in Deposited Plan 19710 comprised in Certificate of Title Volume 5546 Folio 343 and bordered in blue in Attachment 1 to the agenda report, Council:

1. Receives the approval to revoke the subject land from its community land classification from the Minister for Local Government in letter dated 20 December 2025 (refer Attachment 2 to the agenda report).
2. Resolves to formally approve the revocation of the subject land from its community land classification pursuant to subsection 194(3)(b) of the *Local Government Act 1999* subject to:
  - a. protection of the significant tree through a Land Management Agreement (LMA).
  - b. retention of pedestrian connectivity through either a traditional laneway configuration or the establishment of a right of way.
3. Authorises the Chief Executive Officer to sign any documents required to finalise the revocation and disposal process.

### 3. Executive summary

On [18 March 2025](#) Council declared the subject community land as surplus to requirements and suitable for disposal and approved the initiation of the public consultation phase of the revocation process.

On 7 July 2025, the legislative 21-day public consultation commenced for the community land revocation proposal for Brodie Road, Noarlunga Downs and concluded midnight 28 July 2025. The YourSay page can be found [here](#).

At its meeting on [19 August 2025](#), Council considered all community feedback and resolved to proceed with the process to revoke the subject land from its community land classification. On the 28 August 2025, pursuant to section 194 of the *Local Government Act 1999*, a request was made to the Minister for Local Government for approval to revoke the community land classification for Brodie Road, Huntfield Heights.

The approval letter dated 20 December 2025 from the Minister for Local Government regarding the revocation of the subject land from its community land classification is included as Attachment 2 to this agenda report.

#### 4. Background

Policy and/or relevant legislation	<p><i>Local Government Act 1999</i> – Section 194 revocation procedure</p> <p>Disposal of Council Land and Other Assets Policy</p> <p>Asset Rationalisation Policy</p> <p>Long-Term Financial Plan</p> <p>Public Consultation Procedure</p>
Who did we talk to/who will we be talking to	<p>Comprehensive internal consultation was undertaken to ascertain any future requirements for the subject land.</p> <p>Public consultation was undertaken to seek community views on the proposal to revoke the community land classification of the subject land.</p> <p>Minister for Local Government has provided consent to the revocation</p> <p>An update was provide at the Elected Member session held on 3 March 2026.</p>

At its meeting on [19 August 2025](#), council resolved to;

*That for the Council owned allotment comprising of allotment (reserve) 221 in Deposited Plan 19710 comprised in Certificate of Title Volume 5546 Folio 343 and bordered in blue in Attachment 1 to the agenda report, Council:*

- a) Receives the Community Engagement Feedback Report in Attachment 4 to the agenda report.*
- b) Having considered the submissions received, resolves to proceed with the process to revoke the subject land from its community land classification and approves that a request be forwarded to the Minister for Local Government seeking approval for the revocation of the subject land from its community land classification to enable sale on the open market*
- c) That a final update report be presented to Council once the Minister's decision regarding the proposed revocation is received.*
- d) Acknowledges that Elected Members will work collaboratively with the Administration to explore disposal options including a Land Management Agreement in relation to the significant tree, that align with Council's strategic objectives and community needs should the Minister approve.*

In accordance with the Council resolution, Administration has undertaken further investigations into the matters raised, including consideration of disposal options and mechanisms to protect the significant tree. This report outlines the findings of those investigations and presents options for Council's consideration.

## 5. Discussion

To reach this stage, Council has previously:

- declared the subject land surplus to requirements and suitable for revocation and disposal,
- undertaken the legislatively required public consultation process,
- considered the submissions received and approved a request to the Minister for Local Government for approval, and
- received the Minister's approval to complete the revocation.

To finalise the process, Council is now required to formally resolve to revoke the subject land's community land classification.

### Walkway

The site contains a formed and maintained pedestrian walkway designed to support connectivity and pedestrian movement. A pedestrian survey has been undertaken at the site to monitor the level and pattern of use of the existing walkway. The survey provides an evidence base to understand pedestrian movements, usage periods, and the overall function of the walkway, informing future planning and decision-making for the site.

The survey was conducted over three separate days to capture weekend, morning, and afternoon pedestrian traffic. It was observed that most users were traveling to or from Marsden Place, located to the west of the reserve, with three users recorded at bus stop 51C during the survey period.

*Figure #1 – Pedestrian Count*

Date	Time	Walking	Pedestrian type	Cyclists
Sat, 7 February 2026	9:00-13:00	1	Adults x1	2
Mon, 9 February 2026	14:30-18:30	5	Adults x2 Secondary Students x3	0
Wed, 11 February 2026	07:00-11:00	8	Adults x 3 Secondary Students x 3 Primary Students x 2	0

While current usage of the walkway is relatively low it is recommended that pedestrian connectivity be maintained to align with our Community Vision's theme of Liveability and support good urban design principles. A number of options to utilised to maintain pedestrian connectivity between Birchenough Road and Brodie Road have been identified including

- Retention of part of the land as a Council-owned walkway – A land division would be undertaken enabling walkway to be retained in Council ownership, with ongoing maintenance remaining Council's responsibility.
- A right-of-way arrangement – The land would be in the purchaser's ownership, with a legally binding right-of-way registered on the Certificate of Title to ensure continued pedestrian access.

The sale process will clearly articulate the requirement to maintain pedestrian and identify the above options as potential mechanisms for achieving that. This approach will allow council to work closely with the prospective purchaser to achieve an outcome that aligns with Council's strategic objectives and community needs.

### Significant Tree

Investigations undertaken by the Administration identified the need for a Land Management Agreement (LMA) to protect the tree. The assessed tree on the site is classed as a "significant"



tree as defined within the Planning, Development and Infrastructure Act – 2026 and has been identified as a mature *Eucalyptus camaldulensis* – Red River Gum. It is 15m in height with a 15-20m spread and is in good health. Its useful life expectancy is more than 20 years.

Due to the high amenity contribution this tree provides to the surrounding area including habitat options for native fauna and character, it is important that it is retained and protected throughout any future development of the land.

A tree protection zone has been established at 13.32m (see attachment 3) noting for the report the radius of the TPZ is equal to the notional road zone.

A Land Management Agreement will be entered into with development requirements not limited to:

- protective temporary fencing and signage
- mulching and additional water during the development phase to prevent a decline in health.
- Installation of underground services within the TPZ to be undertaken using tree-sensitive techniques.
- tree inspection to be undertaken once development has been completed.

## 6. Financial implications

Pursuant to Council's Disposal of Council Land and Other Assets Policy, the Council will seek to dispose of land at or above current market valuation by whichever method is likely to provide the Council with a maximum return, unless there are reasons for the Council to accept a lesser return which is consistent with the Council's overall strategic direction.

The net proceeds from sale (gross proceeds less revocation and disposal costs) will first be applied to the annual revenue target within the Long Term Financial Plan. The use of any proceeds achieved in excess of the annual \$3 million target will be guided by a policy position to be bought to the Chamber within the next two months.

## 7. Risk and opportunity management

Risk	
Identify	Mitigation
The subject land is not approved for revocation and disposal	There has not been any future development identified for the subject reserve, nor has there been any strategic or operational need identified that justifies retention.
Concern that this recommendation will set a precedent for future disposals	All applications to revoke and dispose of community land are considered on their individual merits. It is not considered that a precedent will be set if Council approves the continuation of this particular revocation for disposal
Loss of Tree	A land management agreement will be put in place to reinforce existing legislative protections.
Loss of pedestrian connectivity	Maintaining pedestrian connectivity will be a condition for the sale process.

Opportunity	
Identify	Maximising the opportunity
The land disposal is progressed	<p>Disposal will remove the need for continued ongoing operational costs associated with maintaining and holding the land.</p> <p>Income will be raised from the sale on the open market.</p>

#### 8. Next steps

Complete the formal revocation process, dispose on the open market.

#### 9. Attachments

Attachment 1 – Aerial Map (1 page)

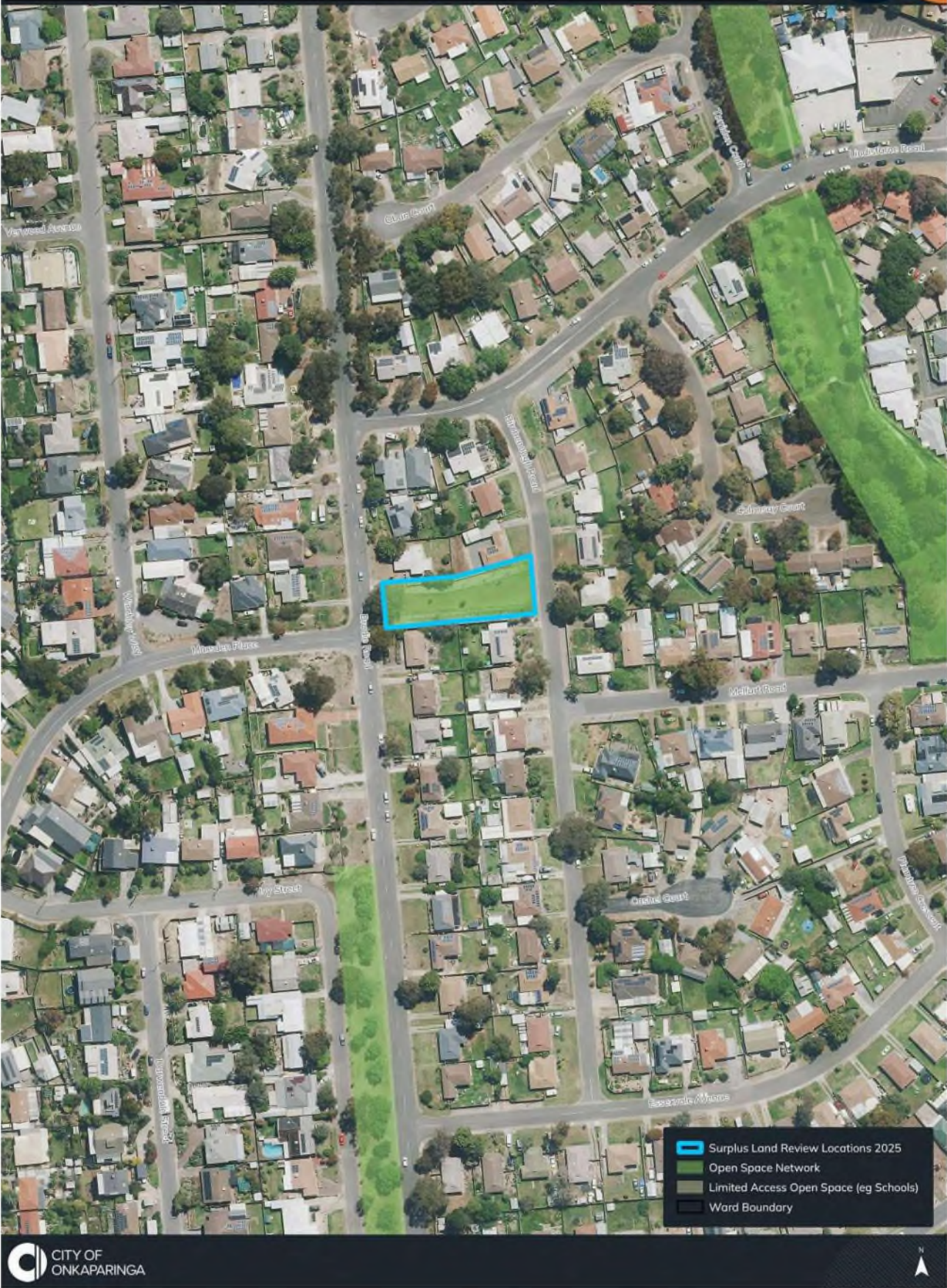
Attachment 2 – Ministers Letter (1 page)

Attachment 3 – Tree Protection Zone (1 page)

– END OF REPORT –



# Brodie Road Huntfield Heights





**Hon Joe Szakacs MP**

LG25/00609

Mr Phu Nguyen  
Chief Executive Officer  
City of Onkaparinga  
PO Box 1  
NOARLUNGA CENTRE SA 5168

By email: [mail@onkaparinga.sa.gov.au](mailto:mail@onkaparinga.sa.gov.au)



**Government  
of South Australia**

**Minister for Trade and  
Investment**

**Minister for Industry,  
Innovation and Science**

**Minister for Local  
Government**

**Minister for Veterans'  
Affairs**

GPO Box 1533  
ADELAIDE SA 5001

T: (08) 7133 2070

E: [minister.szakacs@sa.gov.au](mailto:minister.szakacs@sa.gov.au)

Dear Mr Nguyen

Thank you for writing to me seeking my approval of the City of Onkaparinga's (the Council) proposal to revoke the classification as community land of Allotment (Reserve) 221 in Deposited Plan 19710 comprised in Certificate of Title Volume 5546 Folio 343, located at Brodie Road, Huntfield Heights.

After carefully considering the effect of the revocation of the Subject Land on the area and the local community, I am of the opinion that, on balance, the revocation will be more positive than not in its effect. I approve the Council's proposal to revoke the classification as community land of Allotment (Reserve) 221 in Deposited Plan 19710 comprised in Certificate of Title Volume 5546 Folio 343.

If the Council wishes to proceed with the revocation, it will need to pass a motion to revoke the community land classification pursuant to section 194(3)(b) of the *Local Government Act 1999*.

I am advised that the Council's *Disposal of Land & Other Assets Policy* requires the Council to obtain 'one independent valuation... to establish the reserve price for the Land. The independent valuation must be made no more than 6 months prior to the proposed disposal'. I trust the Council will ensure compliance with this important requirement with regard to a sale of the Subject Land.

Yours sincerely

A handwritten signature in blue ink, appearing to read 'Joe Szakacs', written over the printed name and titles.

**Hon Joe Szakacs MP**  
Minister for Trade and Investment  
Minister for Industry, Innovation and Science  
Minister for Local Government  
Minister for Veterans' Affairs

20 / 12 / 2025





# Tree Management Report – 23 Birchenough Road, Huntfield Heights



Attachment 3

## 10.6 UPDATE REPORT - REVOCATION OF THE COMMUNITY LAND CLASSIFICATION OF PORTION OF ALLOTMENT 195 (RESERVE) WOODLEA DRIVE, ABERFOYLE PARK

### Report contact

Danielle Thompson, Property Officer Transactions

### Manager

Ian Hawkins, Manager Community Safety and Property

### Director

Renee Mitchell, Director Planning

### Meeting

Council

### Date

17 March 2026

### 1. Purpose

This report summarises the outcomes of public consultation on the proposed revocation of community land at portion Allotment 195 (Reserve), and outlines recommended next steps.

### 2. Recommendations

That for a portion of the Council owned Allotment (Reserve) 195 in Deposited Plan 10724 comprised in Certificate of Title Volume 5740 Folio 766 and bordered in red on Attachment 1 to the agenda report, Council:

1. Receives the Community Engagement Feedback Report in Attachment 2 to the agenda report from the public consultation phase of the revocation process.
2. Notes that 50 submissions were received during the public consultation phase, comprising of fourteen (14) objections, thirty-three (33) in support and three (3) unsure.
3. Having considered the submissions received, resolves:
  - i. to proceed with the process to revoke the subject land from its community land classification.
  - ii. to approve that a request be forwarded to the Minister for Local Government seeking approval to the revocation of the subject land from its community land classification to enable sale to the Applicant (adjacent landowner).
  - iii. that a final update report be presented to Council once the Minister's decision regarding the proposed revocation is received.

### 3. Executive summary

This report presents the public consultation feedback received and seeks Council's consideration to proceed with the revocation process by seeking consent from the Local Government Minister.

Public consultation on the revocation and disposal of the subject land (bordered in red on Attachment 1) was undertaken in accordance with the provisions of subsection 194(2) of the *Local Government Act 1999* and the approved Community Engagement Plan. The public consultation was open for a period of 24 days, from 7 November 2025 to 1 December 2025.

Community engagement was undertaken with local residents and the community directly impacted by the proposed revocation of community land.

Engagement included distributing information on the proposed revocation to surrounding residents, the broader community and interested persons who were provided with an opportunity to submit their feedback.

#### 4. Background

Policy and/or relevant legislation	<i>Local Government Act 1999</i> <i>Disposal of Council Land and Other Assets Policy</i> <i>Asset Rationalisation Policy</i> <i>Long Term Financial Plan</i>
Who did we talk to/who will we be talking to	<b>Internal Consultation:</b> comprehensive internal consultation was undertaken with officers to ascertain any strategic or operational need to retain the subject community land. <b>Public Consultation:</b> we provided a genuine opportunity for the community to engage with us. Public consultation was undertaken to meet legislative requirements and to gather community feedback on the proposed revocation and disposal of community land to ensure the communities views are carefully considered prior to making a decision to progress the revocation process. <b>Minister of Local Government:</b> if the revocation of community land process is approved by Council, we will request consent from the Minister for Local Government in accordance with section 194 of the <i>Local Government Act 1999</i> .

#### Background

The adjacent landowners of 9 Woodlea Drive have applied to council to acquire a portion of the reserve (the subject land). The Applicant has landscaped the subject land at the front of their property and there is an informal driveway which they utilise to move their caravan and boat from a shed on their property.

A Licence was entered into pursuant to section 202 of the *Local Government Act 1999* to formalise the occupation of the subject reserve land on a temporary basis and is due to expire on 3 March 2027.

The Applicant would like to acquire the subject portion of reserve as a permanent solution to remedy their occupation. The area proposed for disposal is approximately 146m<sup>2</sup> (subject to final survey).

#### Purpose

The revocation is sought to enable disposal of the subject land to the Applicant. If approved, the land will be amalgamated into the Applicant's Certificate of Title.

#### Current Land Status

The subject land is contained within the Community Land Management Plan for Reserves and is further sub-categorised as a Screening Buffer.

A screening buffer is defined as a barrier between roads, paths and adjacent properties to deflect noise, line of sight or wind, thereby maintaining amenity for users inside the designated area. Screens may consist of natural vegetation, purpose planted shrubs and fencing. Screening buffers are often strategically placed to prevent vehicle access. In this instance the Applicant has been using this land as an access path for his boat and caravan and would like to now formally purchase the land to secure its future ongoing use.

#### Service Infrastructure

The land in this area is serviced with stormwater and SA Water wastewater infrastructure as well as other services located in the road corridor. All service infrastructure appears to be outside of the proposed subject area for disposal (subject to final survey). If it is established

that service infrastructure is within the proposed area, easements can be negotiated with those service providers.

### **Encumbrance**

There is an encumbrance registered over the applicant's Certificate of Title to Urban Projects Authority (now Renewal SA), which was registered in 1979. If approved, consent of the encumbrancee will be required to enable the amalgamation of the subject land into the Applicants' Certificate of Title.

### **Previous Council Resolution**

At its meeting on [14 October 2025](#), Council declared, in principle, that the subject land is surplus to requirements and suitable for disposal to the Applicant. Council also approved the commencement of the revocation process, including public consultation in accordance with subsection 194(2) of the *Local Government Act 1999* and the approved Community Engagement Plan.

Council requested that a further report be presented following the conclusion of the public consultation phase to determine whether the revocation process should proceed.

## **5. Discussion**

### **Public Consultation Feedback Received**

The public consultation included the engagement techniques as outlined in the Community Engagement Feedback Report at Attachment 2.

During the consultation phase there were 387 visitors to the Your Say page and 47 online contributors, 20 via the survey tool and 27 via the quick poll.

Council also received one independent email submission, one telephone enquiry and a response email from Green Adelaide, the Landscape Board for the area.

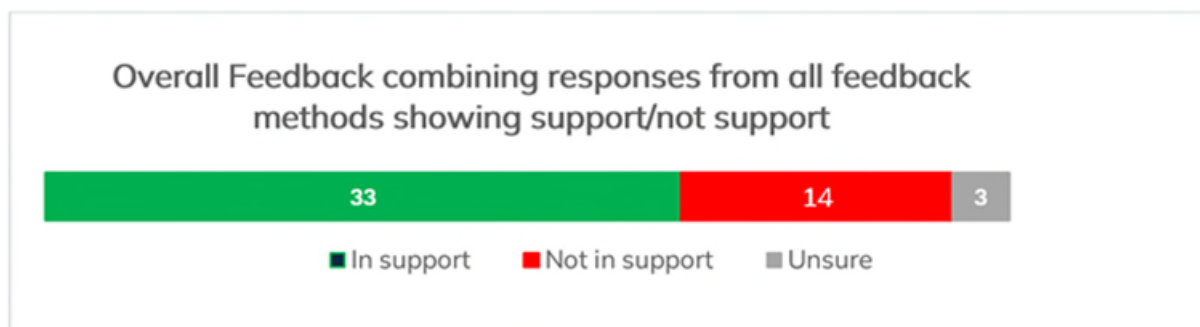
At its [19 August 2025](#) meeting, Council resolved that when the City of Onkaparinga is considering the revocation of community land, part of the community engagement process will include direct written notification (by way of mail/email) to the landscape board responsible for the area which the land is located seeking comment on any environmental/biodiversity implications that they can see as relevant to the local environment. Green Adelaide, the applicable Landscape Board, provided feedback on this proposal which is contained at Appendix B of the Community Engagement Feedback Report – Attachment 2.

In total, 50 participants provided responses on the proposal.

When combining the responses via both online tools and other feedback methods (including email submissions and telephone calls):

- 33 participants were either in support of the proposal or thought the proposal looks OK
- 14 participants were not in support of the proposal
- 2 participants were unsure whether or not they support the proposal
- 1 participant selected that they did not like to leave feedback or had nothing to say





## Summary of Feedback

A summary of key feedback themes received via written submissions is outlined below:

### Those in Support

- Support disposal to adjoining property
- Preference for land to be utilised
- Maintenance of the land would fall to the landowner reducing the burden on council resources

### Those Unsure

- Opposition to further subdivision
- Environmental concerns and desire to protect native vegetation

### Those not in Support

- Loss of valued green space
- Impacts to wildlife
- Loss of trees and shade canopy

## Locality of participants

Of the participants who completed the survey, 14 participants supported the proposal. Six of those participants reside in Aberfoyle Park, with the remaining eight from other suburbs from within the City of Onkaparinga.

Six respondents to the online survey did not support or were undecided proposal. Two of those respondents resided or marked their address as being in Aberfoyle Park. The remaining four participants were from other suburbs within the City of Onkaparinga.

### **Summary of Engagement Outcomes**

Of the feedback received, 66 per cent of participants supported the proposal, 28 per cent did not support it, and 6 per cent were unsure.

The primary concern raised by those not in support was environmental impacts including loss of trees and effect on wildlife.

Below is a summary of the key themes raised by participants who were unsure or not in support of the proposal, along with council's response and supporting information:

### **Environmental concerns and desire to protect native vegetation**

Internal consultation with relevant council departments found no environmental constraints that would prevent the revocation and disposal of the land. Any regulated and significant trees are afforded legislative protections. Further protection of a Land Management Agreement can also be explored as an additional protective measure; however, it is noted that this will negatively impact the value of the land. Therefore, a Land Management Agreement has not been included as a recommendation.

The Applicant's seek to acquire only the portion of the reserve land located to the front of their boundary and it is noted that the remainder of the vegetated reserve to the south will remain under council's ownership.

### **Loss of valued green space / impacts to wildlife**

The subject land has been assessed as surplus to council's requirements and is considered suitable for disposal. Any regulated and significant trees located in the area sought to be acquired are afforded legislative protections. There will be little to no impact to wildlife. There are no plans of council, or applications to council to dispose of the remaining portion of the reserve at this time.

### **Opposition to further subdivision**

It is noted that the Applicant's land at 9 Woodlea Drive is subject to an encumbrance to Renewal SA which prohibits further resubdivision. Whilst development opportunities may exist under the General Neighbourhood Zoning and the Code, the current landowner and any future landowner would need to seek Renewal SA consent to any future resubdivision. The current position and in reliance on the encumbrance covenants, future resubdivision is not permitted.

## **6. Financial implications**

If approved by Council, the Applicant will be responsible for all costs associated with the revocation and disposal process.

A valuation for the parcel of land is yet to be obtained. Should the disposal proceed, the Applicant will be required to pay no less than the market value, as determined by an independent licensed valuer, in accordance with Council's Disposal of Council Land and Other Assets Policy.

Net proceeds from the sale of the subject land will contribute to council's annual revenue targets for the disposal of surplus assets, as outlined in the Long-Term Financial Plan.

## 7. Risk and opportunity management

Risk	
Identify	Mitigation
<p>Financial/business sustainability -</p> <p>Council does not approve to proceed with the revocation and disposal process for the subject reserve land</p>	<p>Council actively manages its land ownership portfolio in an efficient and sustainable manner by continuously reviewing its assets and considering disposal options where the retention of land has little to no community benefit.</p> <p>The subject land has been identified as having no strategic or operational requirements to remain as community land under council's ownership.</p> <p>If not approved, council resources will continue to be expended in the administration of granting and managing temporary licence agreements for the occupation of the subject land with the adjacent landowner.</p>
<p>Reputation/community expectation</p> <p>Community dissatisfaction that the subject land is approved for revocation and subsequent disposal.</p>	<p>Community engagement resulted in mixed feedback, with a small number of objections received, as outlined in the discussion above. While some community members may continue to express concerns about the proposed revocation and sale of the subject land, it is Council's role to consider the broader context and determine the most appropriate course of action. This includes assessing the current and potential use of the reserve, the nature and rationale of objections received, and alignment with Council's long term strategic priorities.</p>
Compliance/legal	<p>The recommendations of this Report adhere to the requirements of the <i>Local Government Act 1999</i> as they pertain to the revocation of classification of community land set out in section 194 of the Act.</p>
Environment	<p>Environmental protections are firmly embedded in the development assessment process. The retention and protection of any regulated or protected vegetation will be governed by enforceable statutory requirements, helping to preserve local environmental values while allowing responsible land use.</p> <p>Further protection of a Land Management Agreement can also be explored as an additional protective measure; however, it is noted that this will negatively impact the value of the land, and therefore a Land Management Agreement has not been included as a recommendation.</p>

Opportunity	
Identify	Maximising the opportunity
Council approves to proceed with the revocation and disposal process	<p>Consistent with all proposed revocations and disposals, the subject land has been assessed by council officers against a range of strategic and operational criteria prior to being classified as surplus to requirements and potentially suitable for disposal to the landowners of the adjoining land.</p> <p>In this case, the strategic land use assessment indicates that the subject land is not required for any planned development into community open space or for operational purposes and therefore disposal is considered preferable to retention. The land appears to already be part of the adjoining landowner's property and therefore serves little benefit to the broader community other than for streetscape amenity.</p>

On balance, it is recommended that Council proceed with the revocation process, based on the rationale outlined in the discussion above in response to key community feedback themes. In addition, the risk mitigation table outlines how the risks identified through community consultation can be appropriately addressed.

#### 8. Timelines and deadlines

Whilst there are no prescribed deadlines, the revocation and disposal of community land is a complex process that can be prolonged due to the various legislative and procedural requirements involved.

The Applicant has expressed a strong interest in progressing the matter through to the next stage of the revocation process.

#### 9. Next steps

If Council progress the revocation process in this report, a formal request will be submitted to the Minister for Local Government, with the required information package and supporting rationale, seeking approval to revoke the community land classification and enable disposal of the land to the Applicant.

Following receipt of the Minister's decision, a further report will be presented to Council for a final determination on the matter.

#### 10. Attachments

Attachment 1 – Aerial image of the subject land and Applicant's adjacent Allotment (1 page)

Attachment 2 – Community Engagement Feedback Report (19 pages)

– END OF REPORT –





# COMMUNITY ENGAGEMENT FEEDBACK REPORT

Proposed revocation of community land classification  
*Portion of Allotment (Reserve) 195 Woodlea Drive,  
Aberfoyle Park*

December 2025



## Introduction

This Community Engagement Feedback Report is prepared in relation to the proposal to commence the revocation of community land classification for a portion of the Council reserve located at Allotment 195 Woodlea Drive, Aberfoyle Park for the purposes of disposal to the adjacent landowner (the Applicant).

### **The subject land parcel is legally described as:**

Allotment (Reserve) 195 in Deposited Plan 10724, comprised in Certificate of Title Volume 5740 Folio 766 located Woodlea Drive, Aberfoyle Park.

The adjacent landowners of 9 Woodlea Drive have applied to Council to acquire a portion of the reserve (the subject land). The Applicant has landscaped the subject land at the front of their property and there is an informal driveway which they utilise to move their caravan and boat from a shed.

A Licence was entered into pursuant to section 202 of the *Local Government Act 1999* to formalise the occupation of the subject land on a temporary basis and is due to expire on 3 March 2027.

The Applicant would like to acquire the subject portion of reserve as a permanent solution to remedy their occupation.

The subject land parcel measures approximately 146 sqm (subject to final survey).

The subject land is located in the General Neighbourhood Zone with a desired outcome of low-rise, low and medium-density housing that supports a range of needs and lifestyles located within easy reach of services and facilities.

The reserve contains stormwater and SA Water wastewater infrastructure, as well as other services located in the road corridor. All identified infrastructure appears to lie outside the proposed acquisition area. However, should surveying confirm the presence of utilities or services within the land proposed for disposal, easements will be created for SA Water and council prior to disposal to ensure ongoing legal protection of the infrastructure.

The subject reserve land parcel is classified as community land. The subject land is contained within the Community Land Management Plan for Reserves and is further sub-categorised as a Screening Buffer. A Screening Buffer is defined as a barrier between roads, paths and adjacent properties to deflect noise, line of sight or wind, thereby maintaining amenity for users inside the designated area. Screens may consist of natural vegetation, purpose planted shrubs and fencing.

Internal consultation of the proposal within council did not identify any strategic or operational requirement for council to retain ownership of the subject land.

Council officers have supported the disposal of the subject land, with a recommendation presented to Council at the October 2025 meeting.

Council has followed the relevant steps in its public consultation procedure in accordance with the provisions of the *Local Government Act 1999*, to provide interested persons with a reasonable opportunity to make submissions in relation to the matter.

Legislative approval from Council is required to commence the revocation of community land classification prior to disposal to the adjoining landowners.

## Community engagement purpose

**Stage 1:** The purpose of engagement is to ensure:

- Stakeholders are provided with clear and accurate information about the project.
- Legislative requirements are met, and engagement goes above these requirements as appropriate, to ensure transparency.
- Adjacent landowners are informed of the project, understand how it might impact them and know how to get in touch and provide feedback.
- Stakeholders are provided with a range of techniques to promote the engagement with multiple avenues for them to provide feedback.

**Stage 2:** The purpose of closing the loop on communications is to ensure stakeholders and interested community members are informed about:

- The outcomes of the engagement, including the engagement feedback report and Council's decision to progress the revocation or not.
- The next steps of the revocation process.

**Stage 3:** The purpose of this engagement is to ensure stakeholders and the community:

- are informed about the final outcomes of the Minister and final Council decision.

## Engagement techniques

- **Email** to Elected Members.
- **Letter** to residents identified in Appendix H maps.
- **Your Say project page** with project information, Council report, revocation process/FAQ, timeline, feedback tool, location and land parcel map/s.
- **Email** to 2,655 Your Say members with an interest in Land Management and residing in Aberfoyle Park.
- **Email** to any key stakeholders listed in the stakeholder analysis.
- **Onsite signage**
- **Public notice** (via The Advertiser) on 7 November 2025.

## Summary of community engagement outcomes

Consultation was open for a period of 24 days, from 7 November 2025 to 1 December 2025.

During the consultation period, council received the following feedback:

- 47 online contributions (20 via the survey (refer to Appendix A), 27 via the quick poll
- One email response from Green Adelaide, the Landscape Board for the area (refer to Appendix B)
- One independent written submission via email (refer to Appendix B).
- One telephone call (Refer to Appendix C)

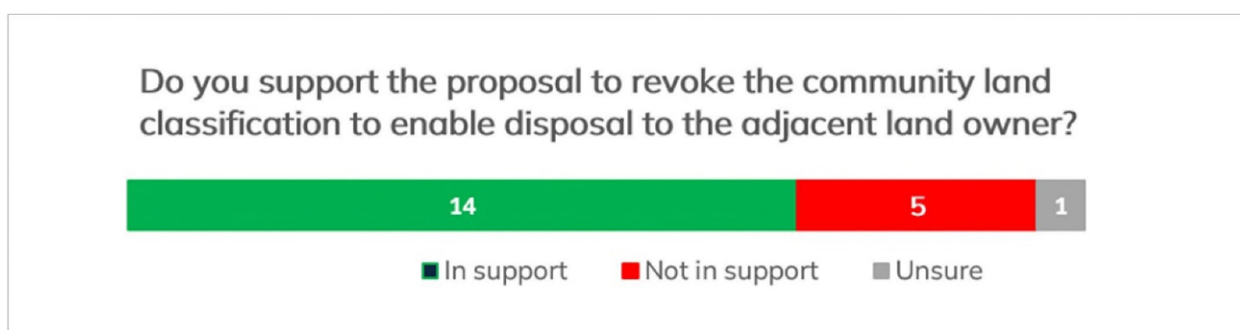


## Online Feedback

In summary, we had 47 participants provide feedback via the Your Say Onkaparinga platform. To collect feedback on the proposal, participants were offered an online survey asking whether participants supported or did not support the proposal and why, and for those who visited the page but did not want to provide feedback, a tool to let us know why. One of the options for these participants was 'The proposal looks ok, no need to leave feedback'. This tool is specifically designed to capture those in support, but don't feel the need to go further and take a survey.

## Survey Results

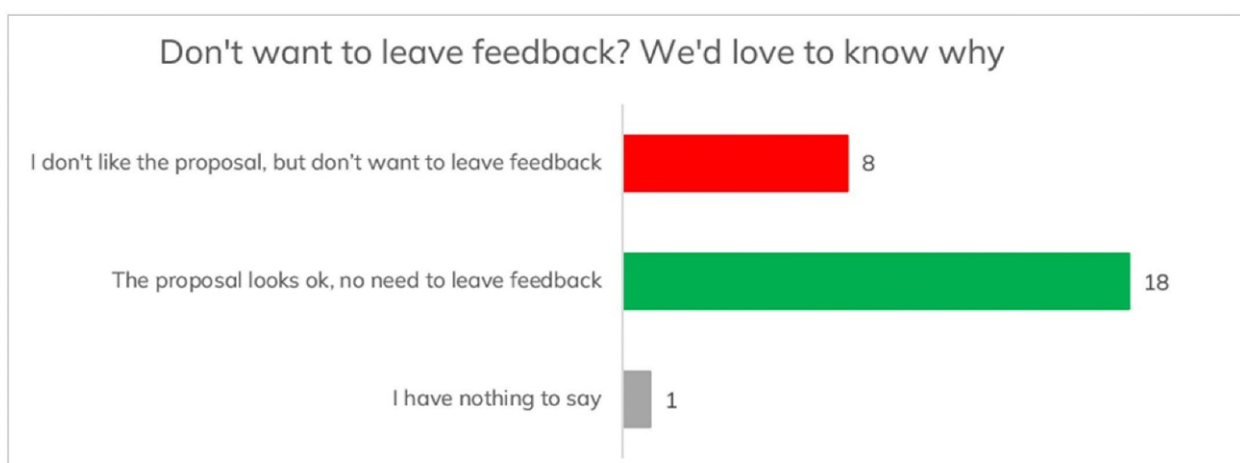
As seen in the graph below, those who completed the survey show a higher level in support of the proposal, than those not in support and one unsure.



## Quick Poll

As seen in the below graph, 18 of those who chose not to leave feedback said, 'the proposal looks ok, no need to leave feedback'.

It should be noted however, that these participants were not required to provide any identifying details such as an email or address.



### **Those in Support**

Of the 50 responses (32 via Your Say and 1 email from Green Adelaide, the Landscape Board for the area) 33 participants supported or said the proposal looks ok. Fourteen participants of the online survey selected 'Support' for the proposed land revocation, and provided comments in support summarised below:

- The subject reserve land is an odd shape, and appears to be a part of the landowners' front yard
- Retaining the subject reserve land does not benefit the community to remain a reserve
- The adjoining landowner would be responsible for future maintenance and upkeep of the land which they have landscaped reducing council's maintenance obligations
- It is believed that the land would be underutilised if not privatised
- There is an abundance of open space nearby so approval to revoke this portion appears reasonable

### **Those Not in Support**

Of the 50 responses (13 via Your Say and 1 email submission), 14 participants did not support the proposed land revocation.

A summary of key concerns raised in the feedback are as follows:

- Concern of loss of open space and community land
- Concerns regarding potential loss of vegetation and loss of green corridors and impacts to wildlife and shade canopies
- Concern that community land, especially reserves, was not Council's to sell, but to care for and maintain

### **Those unsure whether or not they support the proposal**

Three respondents (2 via Your Say and 1 telephone conversation) were 'unsure whether to support or not support the proposal'. Concerns included:

- Loss of trees
- Whether the remaining portion of the reserve land not to be disposed of would be offered to the other adjoining landowner
- Increased development opportunities
- Whether the remaining reserve land may sold off by council as a small separate block.

This feedback can be found in Appendixes A and C.

### **Overall Feedback**

When combining those in support and those not in support from all feedback methods being online survey tools, email submissions and phone calls, the following graph shows a higher level of support for the proposal:

### Overall Feedback combining responses from all feedback methods showing support/not support



## Evaluation

Eleven participants who completed the online survey, went on to provide their feedback about the engagement process.

Based on the evaluation feedback received, the engagement met its objectives by:

- Providing interested persons with a reasonable opportunity to provide feedback concerning the proposal
- Complying with legislative requirements
- 91 per cent of participants telling us it was easy to find what they were looking for and information was clear and easy to understand

Throughout the engagement there were:

- 387 Visitors to the Your Say page
- 47 contributors (people who contributed to an online engagement tool)

*Depending on the engagement tool used, contributions and contributors may differ.*

## **Appendices**

Appendix A – Verbatim Your Say Comments

Appendix B – Email Feedback

Appendix C – Telephone Call File Note

Appendix D – Letter to Residents

Appendix E – Email to Green Adelaide – Landscape Board

Appendix F – Onsite Signage

Appendix G – Public Notice

Appendix H – Mail Out Area



## Sign-off

All feedback reports are to be reviewed by the Engagement Unit  
([engagement@onkaparinga.sa.gov.au](mailto:engagement@onkaparinga.sa.gov.au))

### Officer who prepared the document

Name: Danielle Thompson  
Position title: Property Officer Transactions

### Reviewed by Community Engagement Advisor

Name: Paula Bugden  
Date: 7/1/2026

### Reviewed by

Name: Fiona Dallimore  
Position title: Team Leader Property Transactions  
Date: \_\_\_\_\_

### Approved by

Name: Ian Hawkins  
Position title: Manager Community Safety and Property  
Date: \_\_\_\_\_

## Appendix A: Verbatim Your Say Survey Comments

### YES, I SUPPORT THIS PROPOSAL

I think the block was designed as a very odd shape and that by allowing the owners to purchase the land it will be better looked after, make no difference to the neighbours or street appearance and be extremely useful for the owners now and into the future

"Although I would ordinarily oppose the divestment of public land, In this case I do support the proposal because:

- \* the land is not currently useful for public purposes
- \* an encumbrance already on the land prohibits the land from being fenced off, so little will change from an appearance perspective.
- \* the community will not be worse off as a result of this proposed revocation of public land"

I can understand why the resident would want it and it saves council resources to maintain it

I have no issues with this proposal

It would seem that the land requested naturally follows the curve of their land

It is a small parcel of land which would seem to be absolutely pointless-unnecessary as a public 'park' ..... it makes much more sense to add it to someone's land title so they can have a garden which they maintain.

They maintain their property nicely so I'd expect them to maintain the additional allotment

It makes absolute sense that the parcel of land which is essentially the front yard of the private property be transferred to the owners of same, along with responsibility for such land.

They have better maintained this land and kept the kerb appeal, it's not useful land for the council and it saves council having to maintain it.

From the aerial photo it looks to me that the land sits directly behind the property. The vacant land currently being unused and not utilised will be an addition to the property owner rather than sit dormant doing nothing. If the Council has no plans to turn the land into something for the community, then there is no reason to leave it vacant.

The parcel of land is required for our neighbours to have access to their property and for the improved streetscape due to their upkeep and maintenance of the land.

All open space land is precious, but in this case there is much open space nearby, and approval is probably okay.

its a reasonable request for that piece of land.

It would appear that neither the adjacent land owner nor the council has spent much energy

maintaining the Flora on the site. I would like that if this proposal passes for the new owner to preserve the natives in keeping with the area. I would be most disappointed if chainsaw bandits were to be engaged to fell what is there.

I regularly walk past this allotment and it is already treated much like it is part of the adjacent landowners property (cars parked in driveway across it etc) and the rest of the community does not use it so it makes sense for the council to sell this portion of land and use that money for upkeep of other land the community does use frequently, such as the nearby Simpson Reserve.

### NO, I DO NOT SUPPORT THIS PROPOSAL

Community/ open land crucial space

Hugely opposed to this proposal of essentially a community land grab. The council nature allocations are what keeps the ecosystem alive in this suburb i pay rates and stay here because of them.

Community land, especially reserves, are not yours to sell. They are under your care to maintain but it is not within your right to sell them. Any monies gained from sale of a reserve must be given entirely to the descendants and heirs of the person or group that originally granted the land.

Aberfoyle Park is known for its green spaces.

With housing blocks having less vegetation on them no more than ever it is important to keep these green corridors for both animals and for shade canopies.

There are known wild life living in that area including Koalas and protecting the corridor from development is important.

I am concerned that the land in question is currently roadside verge and if it is taken over by a resident then they can remove the vegetation and build out on it.

I would be ok with it if there was a caveat forbidding any structure to be built on it

### I AM UNDECIDED

What happens to the adjacent property ? 12 Marienberg Rise. Do they automatically get given the piece of land alongside their house (at no cost) Can they, build on part of that land ? I am not against the proposal if both those parties are treated fairly and the extra land can never be sold off as a small separate block.

## Appendix B: Email Feedback

**From:** "DEW:Green Adelaide Referrals" <DEW.GreenAdelaideReferrals@sa.gov.au>  
**Sent:** Mon, 17 Nov 2025 14:17:53 +1030  
**To:** "Mail" <Mail@onkaparinga.sa.gov.au>; "Danielle Thompson" <Danielle.Thompson@onkaparinga.sa.gov.au>  
**Subject:** RE: Community Land revocation proposal- Portion Allotment (Reserve) 195 Woodlea Drive, Aberfoyle Park

You don't often get email from dew.greenadelaider referrals@sa.gov.au. [Learn why this is important](#)

**Caution:** This email originated from outside of the organisation. Do not click links or open attachments unless you recognise the sender's full email address and know the content is safe.

### OFFICIAL

Dear Danielle

On behalf of Green Adelaide I am pleased to provide the following feedback regarding the community land revocation proposal at Aberfoyle Park.

Green Adelaide has no objection to the proposal. Noting that the site contains some significant and regulated trees that contribute to valuable canopy cover, streetscape amenity and habitat for a range of native fauna, Green Adelaide suggests that Council investigates whether further protective measures such as a Land Management Agreement across the site is warranted to ensure ongoing care and management of existing trees and vegetation.

Please get in touch if you have any further queries.

Thank you for providing Green Adelaide with an opportunity to comment on this matter.

Kind regards



*(Please note I work M, W and F)*

**Green Adelaide**

Department for Environment and Water  
81-95 Waymouth Street, Adelaide 5000  
GPO Box 1047, Adelaide 5001



*Join us to create a cooler, greener, wilder and climate-resilient Adelaide.*



**From:** [REDACTED]  
**Sent:** Wed, 19 Nov 2025 18:34:01 +1030  
**To:** "Mail" <Mail@onkaparinga.sa.gov.au>  
**Subject:** Community land revocation proposal Woodlea Drive Aberfoyle Park

[You don't often get email from [REDACTED] Learn why this is important at <https://aka.ms/LearnAboutSenderIdentification> ]

Caution: This email originated from outside of the organisation. Do not click links or open attachments unless you recognise the sender's full email address and know the content is safe.

To whom it may concern,

Regarding (Allotment (Reserve) 195 Woodlea Drive Aberfoyle Park 5159. )

My concerns are , is the council aware of the gum trees on that allotment?

Koala's actually use these trees for shelter and feeding. Which I have noted over the past 15years. What are the new owners intentions with the of use of the reserve allotment? Will they be removing these gum trees? If so it would be detrimental to the native wild life.  
Sincerely, Yours [REDACTED]

## Appendix C: Telephone Call File Note

Resident on Woodlea drive

Rang to ask questions regarding what was proposed.

Outlined the process, including council reports, ministerial approval, council approval required.

She was concerned about some trees – I explained that any regulated or significant tree had legislative protections, so landowner can't just go cutting them down and would need development approval. There are other protective measures that can be enacted if tree protection was a significant concern.

Explained the irregular shape of the screening buffer reserve had inadvertently lead to the landowners believing it was a part of their front yard, and they wished to remedy the irregularity.

Encouraged her to also comment on the YourSay page.

**Danielle Thompson**

Property Transactions Officer

Community Safety and Property

## Appendix D: Letter to Residents

7 November 2025  
Our ref: 6863007



### TO THE OCCUPANT

Dear Resident

**Have Your Say – Community Land revocation proposal – Portion Allotment (Reserve) 195 Woodlea Drive, Aberfoyle Park**

At the 14 October 2025 Council meeting, the City of Onkaparinga approved the commencement of a community land revocation process for a portion of screening buffer reserve land located at portion Allotment (Reserve) 195 Woodlea Drive, Aberfoyle Park.

The land parcel affected is bordered in red as shown:

- Portion of Allotment (Reserve) 195 in Deposited Plan 10724 comprised in Certificate of Title Volume 5740 Folio 766.

Council proposes to revoke the community land classification to enable the land to be purchased by the adjoining landowner.

A report on the proposal, as required by section 194(2)(a) of the Local Government Act 1999, and further information can be obtained at [www.onkaparingacity.com/yoursay](http://www.onkaparingacity.com/yoursay)

We are now welcoming all feedback on this proposal. To provide feedback please use one of the methods listed below:

Online: [www.onkaparingacity.com/yoursay](http://www.onkaparingacity.com/yoursay)

E-mail: [mail@onkaparinga.sa.gov.au](mailto:mail@onkaparinga.sa.gov.au)

Post: City of Onkaparinga, PO Box 1, Noarlunga Centre, SA 5168

Personal Delivery: Customer Service Centre at Ramsay Place, Noarlunga Centre

Please address all written feedback for the attention of Danielle Thompson, Property Transactions Officer.

All submissions received will be summarised and the information provided to Council for consideration and determination.

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CITY OF ONKAPARINGA  
PO Box 1, Noarlunga Centre SA 5168 | (08) 8384 0666 | [onkaparingacity.com](http://onkaparingacity.com)

ABN 97 047 258 128

Consultation is open until **1 December 2025**. If you have any queries, please contact me on 8384 0666.

Kind regards



Danielle Thompson  
**Property Transactions Officer**

Enclosed: Aerial image





## Appendix E: Email to Green Adelaide – Landscape Board for the Area

**From:** "Danielle Thompson"  
**Sent:** Fri, 14 Nov 2025 15:55:52 +1030  
**To:** "dew.greenadelaide@sa.gov.au" <dew.greenadelaide@sa.gov.au>  
**Subject:** Comments Sought – Community Land revocation proposal– Portion Allotment (Reserve) 195 Woodlea Drive, Aberfoyle Park  
**Attachments:** Aerial Image - Portion Allotment (Reserve) 195 Woodlea Drive Aberfoyle Park.pdf  
**Importance:** High

To Whom it May Concern,

### **Comments Sought –Community Land revocation proposal– Portion Allotment (Reserve) 195 Woodlea Drive, Aberfoyle Park**

At the 14 October 2025 Council meeting, the City of Onkaparinga approved the commencement of a community land revocation process for a portion of screening buffer reserve land located at portion Allotment (Reserve) 195 Woodlea Drive, Aberfoyle Park.

The land parcel affected is bordered in red as shown:

- Allotment Comprised of portion of Allotment 195 in Deposited Plan comprised in Certificate of Title Volume 5740 Folio 766.

Council proposes to revoke the community land classification to enable the land to be purchased by the adjoining landowner.

At the 26 August 2025 Council meeting, it was resolved that when the City of Onkaparinga is considering the revocation of community land, part of the community engagement process will include direct written notification to the Landscape Board for the area in which the land is located seeking comment on any environmental/biodiversity implications that they see as relevant to the local environment.

A report on the proposal, as required by section 194(2)(a) of the Local Government Act 1999, and further information can be obtained at [www.onkaparingacity.com/voursay](http://www.onkaparingacity.com/voursay)

We are now welcoming the Landscape Board's comments on this proposal. To provide feedback please use one of the methods listed below:

E-mail: [mail@onkaparinga.sa.gov.au](mailto:mail@onkaparinga.sa.gov.au) or [Danielle.thompson@onkaparinga.sa.gov.au](mailto:Danielle.thompson@onkaparinga.sa.gov.au)  
Post: City of Onkaparinga, PO Box 1, Noarlunga Centre, SA 5168  
Personal Delivery: Customer Services Centres at:  
Ramsay Place, Noarlunga Centre

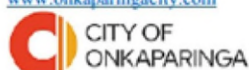
Please address all written feedback for the attention of Danielle Thompson, Property Transactions Officer.

Any comments or information received will be included in a further report provided to Council for consideration and determination.

Consultation is open until **1 December 2025**. If you have any queries, please contact me on 8384 0666.

Kind regards

Danielle Thompson  
Property Transactions Officer  
Community Safety and Property  
Mob 0421 527 835  
[www.onkaparingacity.com](http://www.onkaparingacity.com)



## Appendix F: Onsite Signage



## Appendix G: Public Notice



CITY OF  
ONKAPARINGA

**Have Your Say**  
**Proposed revocation of community land**  
**classification for**  
**Portion Allotment (Reserve) 195**  
**Woodlea Drive, Aberfoyle Park**

Notice is hereby given pursuant to Section 194(2)(b) of the *Local Government Act 1999* that the City of Onkaparinga proposes to revoke the community land classification of portion of Allotment (Reserve) 195 Woodlea Drive, Aberfoyle Park for disposal to the adjoining landowner.

**The subject land is legally described as** Allotment (Reserve) 195 in Deposited Plan 10724 comprised in Certificate of Title Volume 5740 Folio 766.

We are now welcoming all feedback on this proposal. To have your say and for more information, please visit [www.onkaparingacity.com/yoursay](http://www.onkaparingacity.com/yoursay) where you can enter or upload your submission online.

**Written feedback, marked to the attention of Danielle Thompson, can also be sent via the below methods:**

Online: [www.onkaparingacity.com/yoursay](http://www.onkaparingacity.com/yoursay)  
E-mail: [mail@onkaparinga.sa.gov.au](mailto:mail@onkaparinga.sa.gov.au)  
Post: City of Onkaparinga,  
PO Box 1, Noarlunga Centre, SA 5168

**Consultation is open until 1 December 2025.**

Enquiries can be directed to Danielle Thompson, Property Transactions Officer on 8384 0666 or [mail@onkaparinga.sa.gov.au](mailto:mail@onkaparinga.sa.gov.au)

**P Nguyen, Chief Executive Officer**



## Appendix H: Mail Out Area





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## 10.7 CHERRY GARDENS SOLDIERS MEMORIAL PARK | POWER SUPPLY INVESTIGATION

### Report contact

Soulis Kourtidis, Team Leader Community Assets

### Meeting

Council

### Manager

Cameron King, Manager Assets and Technical Services (Acting)

### Director

Matt Buckell, Director Operations (Acting)

### Date

17 March 2026

### 1. Purpose

This report responds to a Notice of Motion regarding the Cherry Gardens Soldiers Memorial Park (CGSMP) power supply investigation. It seeks Council's consideration of options for providing a power supply to CGSMP.

### 2. Recommendations

That Council:

1. Endorse the battery powered portable generator as the preferred option to meet the power requirements for commemorative events at the Cherry Gardens Soldiers Memorial Park, based on its low cost, flexibility and minimal impact on the site's cultural and heritage values.
2. Note that a permanent metered power connection is not recommended due to its high capital and ongoing costs, the requirement for permanent infrastructure and the associated environmental and heritage impacts on this culturally significant site.
3. Approve the purchase of a battery powered portable generator by Council, at a cost of approximately \$3,500 using funds from Open Space Urgent and General, to be donated to the Cherry Gardens Community Association.
4. Note that whilst there are some relevant external grants (see item 4. Discussion), none would deliver a fully funded solution prior to Anzac Day 2026 commemorations.
5. Note that the Cherry Gardens Community Association have confirmed that a battery powered portable generator would provide an effective resolution meeting their needs.

### 3. Executive summary

The CGSMP is a culturally and historically significant site, established on land donated by Henry Jacobs to commemorate local servicemen who died in World War I.

It is listed under the Community Land Management Plan for Culturally Significant Areas (Built Heritage).

The Cherry Gardens Community Association (CGCA) coordinates annual ANZAC Day and Remembrance Day ceremonies at the site and requires a reliable power supply to operate public address systems and LED lighting for up to eight hours.

Two feasible power supply options were investigated:

1. Permanent Metered Mains Power Connection
  - Capital cost: approximately \$65,000
  - Annual operating cost: approximately \$1,600

- Provides reliable ongoing power but requires permanent civil and electrical infrastructure, trenching, and long-term maintenance. Operating costs would be primarily network charges with minimal usage. Quarterly bill would be payable by the CGCA. This option introduces potential heritage and visual impacts to a culturally significant site.

## 2. Battery Powered Portable Generator:

- Capital cost: approximately \$3,500
- Annual operating cost: approximately \$50
- Provides a silent, emission free, low impact solution suitable for temporary event use. Requires no permanent site modifications and has no heritage and environmental impact.

Assessment of both power supply options indicates that a battery powered portable generator is the most suitable solution for meeting the event-based power requirements at CGSMP. This option provides sufficient capacity for ceremonial use, is significantly more cost effective and avoids permanent infrastructure and alterations in a sensitive heritage environment.

Several funding programs may support implementation, including the Veterans SA Commemorative Service Grant Fund, the Veterans SA ANZAC Day Commemorative Fund and the City of Onkaparinga Commemorative Event Fund (2028).

Overall, the battery powered portable generator option best aligns with community needs, heritage protection requirements, and cost considerations.

## 4. Background

Policy and/or relevant legislation	Community Land Management Plan - Management Plan for Culturally Significant Areas
Who did we talk to/who will we be talking to	A site inspection was undertaken by Council's Asset Planner and electrical consultant to determine the feasibility of providing a standalone metered power connection. Discussion with Cherry Gardens Community Association representative to understand how the community wants to utilise power at the site.

## 5. Discussion

### Site Identification and Historical Context

The site, known as the **Cherry Gardens Soldiers Memorial Park (CGSMP)**, is located on Cherry Gardens Road, Cherry Gardens.

The park is situated on land donated specifically for this purpose by **Henry Jacobs (1865–1945)**, a long-standing Cherry Gardens resident and farmer. Mr Jacobs gifted a portion of his family's property to the community to establish a dedicated soldier's memorial park commemorating local servicemen who lost their lives in World War I.

This donation represents significant historical and community value. The Jacobs family has maintained strong intergenerational ties to the site, including participation in Anzac Day commemorations and ongoing connection to the surrounding land. The site features memorial plantings, cypress trees, representing each fallen WWI serviceman planted by a family descendant in 2002.

## Notice of Motion

In considering a Notice of Motion the 9 December 2025 Council meeting resolved;

*That Council requests a report be presented to the March 2026 Council meeting investigating options for power to be made available at the Cherry Gardens Soldiers Memorial Park, including:*

- *Feasibility and Cost Estimates for establishing a power connection to the site;*
- *Potential external funding opportunities, including grants and partnerships; and*
- *Considerations for environmental, heritage and community impacts.*

## Title Considerations

*Title Ref:* CT 5807/155 (Attachment 1)

There are no registered easements or notation/restrictions on the land.

## Community Land Management Plans

The land parcel is listed in the Management Plan for Culturally Significant Areas

Parcel Id: 52

Subcategory: Built Heritage

Heritage places play an important role in providing communities with a sense of continuity and meaning.

*Permitted Use/Built Heritage:*

This Generic Management Plan for Culturally Significant Areas provides for a range of recreation and community activities, whilst at the same time conserving the land's natural environments and range of cultural features. The plan allows for:

- The provision of public utilities and works associated with or ancillary to public utilities with minimal impact on the land.

## Community Requirement

The Cherry Gardens Community Association manages memorial events held at the CGSMP, including Remembrance Day and ANZAC Day. To effectively deliver these and other memorial events, the association requires a reliable power supply capable of operating a public address system and LED lighting for up to eight hours. Both options presented are capable of meeting this requirement.

Feasibility and Cost Estimates for Establishing a Power Connection to the Site

There are two options that can provide a suitable solution to the community requirement.

1. Permanent, metered, power connection from the grid
2. Battery powered portable generator.

### 1. Permanent metered power connection from the grid

A **permanent metered mains power connection** is a fixed, long term electricity supply connected directly to the public power network and fitted with an electricity meter to accurately measure consumption. It is typically used for buildings or infrastructure that require a reliable, continuous power supply.

Such a connection involves **ongoing obligations**, including:

- **Maintenance** - Responsibility for maintaining the private electrical installation (e.g. switchboards, cabling beyond the point of supply) to meet safety and regulatory standards.



- **Service fees** - Regular fixed charges from the electricity distributor and/or retailer for maintaining the connection and meter, regardless of how much power is used.
- **Usage fees** - Variable charges based on the actual electricity consumed, as recorded by the meter, usually billed per kilowatt-hour (kWh).

These ongoing costs make permanent metered connections suitable where long term, predictable power demand justifies the fixed and variable charges.

**Table 1 - Cost:**

Estimated Capital Cost	<ul style="list-style-type: none"> <li>Supply and install a single phase 32Amp mains power supply and free-standing switchboard that provides 2 double, general purpose power points and all associated works associated with the installation (trenching, traffic management, monitors)</li> </ul>	\$48,000
	<ul style="list-style-type: none"> <li>SAPN new connection (estimated as they quote works on application of new meter request)</li> </ul>	\$15,000
	<ul style="list-style-type: none"> <li>Contingency</li> </ul>	\$2000
Total Estimated Capital Cost		\$65,000
Operation Costs	<ul style="list-style-type: none"> <li>Annual Compliance Inspection (legislated)</li> <li>Maintenance (estimated annual cost)</li> <li>Consumer account and usage charges (estimated annual cost)</li> </ul>	\$600 \$200 \$800
Total Estimated Annual Operation Costs		\$1600

## 2. Battery powered portable generator

Battery powered generators, also referred to as portable battery power stations, are self-contained electrical power units that store energy in rechargeable batteries and supply power via standard 240volt and 12volt electrical outlets. They provide a temporary power solution without the need for permanent electrical infrastructure, fixed cabling, or connection to the electricity network. Battery powered generators can be deployed on an as needed basis and positioned close to event equipment without the requirement for trenching, metering, switchboards, or permanent alterations to the site. This makes them particularly appropriate where heritage considerations, infrequent use, or site constraints make a permanent electrical connection less feasible.

Modern units can supply several hours of continuous power (with options for increased capacity by adding an expansion battery) for typical ceremonial requirements. Units can be recharged off site and stored when not in use, reducing ongoing operational and maintenance demands. Overall, battery powered generators provide a flexible, low impact and cost-effective alternative to permanent electrical infrastructure for infrequent, short duration civic and commemorative events. Example Unit (Attachment 2).

**Table 2 - Cost:**

Estimated Capital Cost	<ul style="list-style-type: none"> <li>Supply of portable battery power station / 3600W -300Ah</li> </ul>	\$3,500
	<ul style="list-style-type: none"> <li>SAPN new connection (estimated as they quote works on application of new meter request)</li> </ul>	\$0
	<ul style="list-style-type: none"> <li>Contingency</li> </ul>	\$0
Total Estimated Capital Cost		\$3,500
Operation Costs	<ul style="list-style-type: none"> <li>Annual Compliance Inspection (legislated)</li> </ul>	\$0
	<ul style="list-style-type: none"> <li>Maintenance (estimated annual cost)</li> </ul>	\$0
	<ul style="list-style-type: none"> <li>Consumer account and usage charges (estimated annual cost)</li> </ul>	\$50
Total Estimated Annual Operation Costs		\$50

**Table 3 – Option Comparison**

Consideration	Battery-Powered Generator (Portable Power Station)	Permanent Metered Electrical Supply
Purpose	Temporary power for infrequent, short-duration events	Ongoing power supply for regular or continuous use
Capital Cost	Low upfront cost	High upfront cost; includes design, trenching, cabling, switchboard, metering, and connection fees
Installation Requirements	No fixed installation - deployed as required	Permanent civil and electrical works required
Planning / Heritage Impact	No permanent alteration to site	Potential impact due to trenching, fixtures, and visual elements
Operational Noise	Silent operation	Silent operation
Visual Impact	Temporary and removable	Permanent infrastructure visible on site
Flexibility of Use	Highly flexible; can be used at multiple sites	Fixed to one location
Maintenance Requirements	Low; periodic battery health checks and charging	Ongoing; electrical inspections, meter management, and asset renewal
Energy Capacity / Runtime	Limited by battery size; suitable for P/A systems and LED lighting for several hours, can be expanded	Unlimited, subject to network availability
Availability	Requires charging prior to events	Always available once installed
Operational Costs	Low; electricity for recharging only	Ongoing metered electricity charges
Safety Considerations	No exposed cabling or fixed infrastructure when not in use	Permanent assets require ongoing safety compliance and inspections. Subject to vandalism

Potential external funding opportunities, including grants and partnerships

The following grant options have been identified as potential external funding opportunities:

### **1. Veterans SA Commemorative Service Grant Fund – Veterans SA**

Open until 15 May 2026 unless funds are exhausted prior to this date. Applications will be assessed as they are received.

Applicants can seek grants of up to \$2,000 (ex GST) for expenses that directly relate to the coordination, management and delivery of commemorative services within South Australia.

Organisations are eligible to apply if they are:

- Non-government, not-for-profit and:
- incorporated under the Associations Incorporation Act 1985; or
- a Statutory Authority established through an Act; or
- registered with the Australian Charities and Not-for-Profit Commission.

Eligibility: Cherry Gardens Community Association and/or Cherry Gardens RSL Sub-Branch.

### **2. Veterans SA – ANZAC Day Commemorative Fund**

Applications closed on 31 October 2025 (an annual grant)

Grants up to \$100,000 from the Fund can be used for:

- projects conducted by an organisation established for the purpose of helping or supporting, or having a membership consisting of or including veterans or the spouses, domestic partners, children or other dependants of veterans (such as an ex-service organisation),
- projects with the purpose of educating the community about the significance of Australia's military history,
- projects with the purpose of conducting services to commemorate Australia's military history.

Organisations are eligible to apply if they are:

- an incorporated organisation established for the purpose of helping or supporting, or have a membership consisting of or including, veterans or dependants of veterans. This includes ex-service organisations.
- A local government authority, a school, or an incorporated not-for-profit organisation, provided that the applicant's project is designed with the purpose of educating the community about the significance of Australia's military history or commemorating or honouring Australia's military history.

Eligibility: Cherry Gardens Community Association, Cherry Gardens RSL Sub-Branch, and the City of Onkaparinga.

### **3. City of Onkaparinga - Commemorative Event Fund**

Closed in November 2025 for up to \$12,000 to support RSL delivered commemorative community events. This grant stream is currently triennial and is not scheduled to reopen again until 2028.

Organisations are eligible to apply if they are:

- RSL sub-branches and community groups delivering commemorative events within the
- municipality
- unincorporated groups must be auspices.

Eligibility: Cherry Gardens Community Association and/or Cherry Gardens RSL Sub-Branch.

### Considerations for environmental, heritage and community impacts

Battery powered portable generators represent a **low impact, flexible power solution** with minimal environmental, heritage, and community impact. They require no trenching, permanent fixtures, or ground disturbance, avoiding impacts to heritage fabric, landscaping and culturally significant sites. Their **silent, zero emission operation** supports respectful ceremonial use and minimises disruption to nearby residents. Visual impacts are temporary and limited to event durations, making this option well suited to infrequent civic or commemorative activities in sensitive locations.

A **permanent metered mains power connection** involves civil and electrical works that can disturb heritage assets and alter the visual character of a site through permanent infrastructure such as meters and switchboards. Installation causes short term construction impacts, while the ongoing presence of fixed assets results in a lasting footprint in public space.

Overall, from an environmental, heritage, and community perspective, **battery powered portable generators offer the least intrusive and most appropriate option** where power demand is infrequent or short-term, whereas permanent metered connections are better suited only where regular, long-term power use justifies the associated impacts.

## 6. Financial implications

### Financial summary

Item	Capital	Operating	Comment
<b>Budget</b>			
Current budget allocation	0	\$3500	Proposed to be funded through an existing approved Council operating budget.
Additional funding required	0	0	
Funding source and amount		0	
Budget impact	0	0	
<b>Long Term Financial Plan (LTFP)</b>			
In current LTFP?	N/A		
LTFP category	N/A		
Timing in LTFP	N/A		

## 7. Risk and opportunity management

Risk	
Identify	Mitigation
Employee welfare/public safety	Use a battery powered portable generator: no fumes, no hot surfaces, low risk use, reduces the need for extensive power cords as unit can be located next to the required service.
Reputation/community expectation	Communicate the rationale: heritage protection, low cost and quiet operation suitable for solemn ceremonial use.



Political	Demonstrate due diligence via options assessment, lifecycle cost comparison, and heritage impact avoidance. Keep ward councillors and community representatives informed. Document decision alignment to the Community Land Management Plan (Built Heritage subcategory).
Financial/business sustainability	Lowest cost solution (battery unit) recommended as a once off donation. Procure a reputable brand with warranty. Could include an expansion battery option. Avoid significant costs of mains connection.
Environment	Minimise emissions, silent battery unit to avoid generator noise and fumes. Avoid ground disturbance, trenching, and permanent fixtures that could affect trees/roots or soils. Store and transport unit to prevent damage, end-of-life recycling plan for batteries.
Compliance/legal	Ensure the unit is certified to Australian Standards. Procure through compliant suppliers.
Service delivery	Battery generator sized to meet load profile (PA + LED lighting) with 20% capacity.

Opportunity	
Identify	Maximising the opportunity
Protect heritage values	Use a portable, non-invasive solution that avoids trenching and permanent visual clutter.
Enhance community experience	Support the Cherry Gardens Community Association and RSL by providing a solution to enable them to more effectively host community and commemorative events.

## 8. Timelines and deadlines

A solution is sought before 25 April 2026 (ANZAC Day).

## 9. Next steps

If Council approves this recommendation, staff will purchase a battery powered portable generator and donate this to the Cherry Gardens Community Association. With consideration of lead times, we expect this would be delivered two weeks prior to ANZAC Day 2026.

## 10. Attachments

Attachment 1 – CT 5807-155 (2 pages)

Attachment 2 – Example Portable Battery Power Generator (15 pages)

- END OF REPORT -



Product Register Search (CT 5807/155)  
 Date/Time 23/12/2025 12:24PM  
 Customer Reference Danielle Thompson  
 Order ID 20251223003684



The Registrar-General certifies that this Title Register Search displays the records maintained in the Register Book and other notations at the time of searching.



## Certificate of Title - Volume 5807 Folio 155

Parent Title(s) CT 1177/3  
 Creating Dealing(s) CONVERTED TITLE  
 Title Issued 14/09/2000 Edition 1 Edition Issued 14/09/2000

### Estate Type

FEE SIMPLE

### Registered Proprietor

CITY OF ONKAPARINGA  
 OF PO BOX 1 NOARLUNGA CENTRE SA 5168

### Description of Land

ALLOTMENT 32 FILED PLAN 152408  
 IN THE AREA NAMED CHERRY GARDENS  
 HUNDRED OF NOARLUNGA

### Easements

NIL

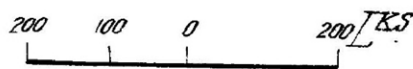
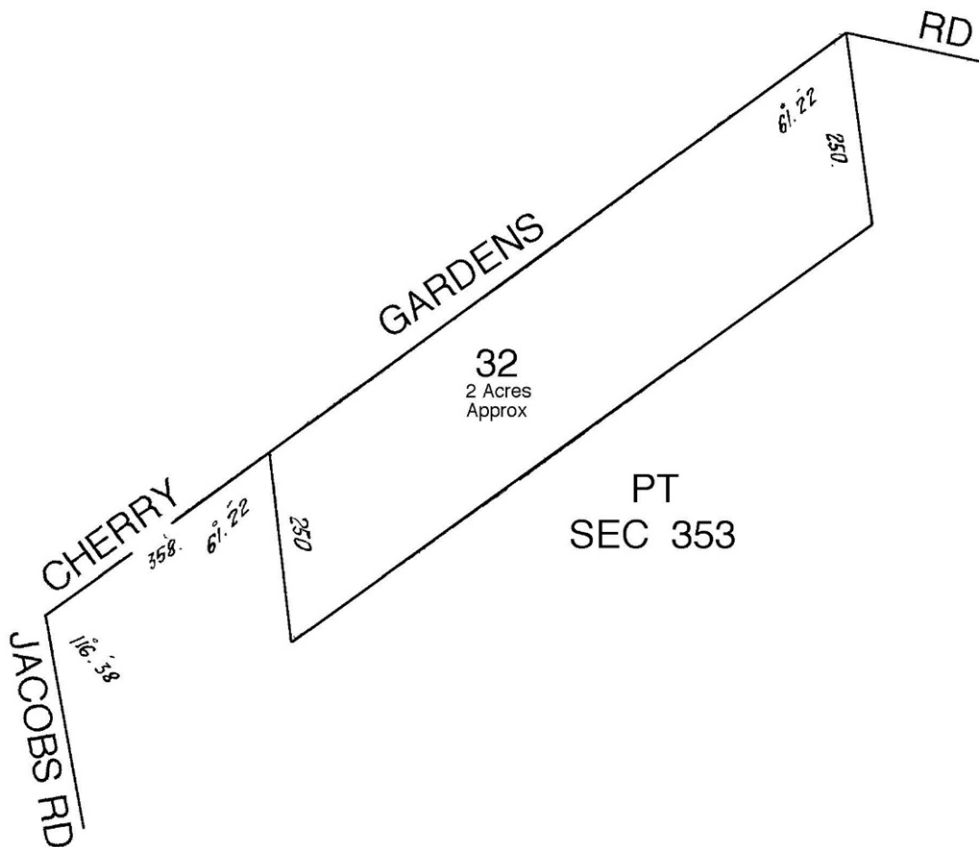
### Schedule of Dealings

NIL

### Notations

Dealings Affecting Title	NIL
Priority Notices	NIL
Notations on Plan	NIL
Registrar-General's Notes	NIL
Administrative Interests	NIL

THIS PLAN IS SCANNED FOR CERTIFICATE OF TITLE 1177/3



FOR METRIC CONVERSION	
1 LINK	= 0.201168 METRES
1 CHAIN	= 100 LINKS
1 ACRE	= 0.404686 HECTARES
1 ROOD	= 1011.7 m <sup>2</sup>
1 PERCH	= 25.29 m <sup>2</sup>

NOTE SUBJECT TO ALL LAWFULLY EXISTING PLANS OF DIVISION

# USER GUIDE

## PS3600 PRO

### PORTABLE POWER STATION



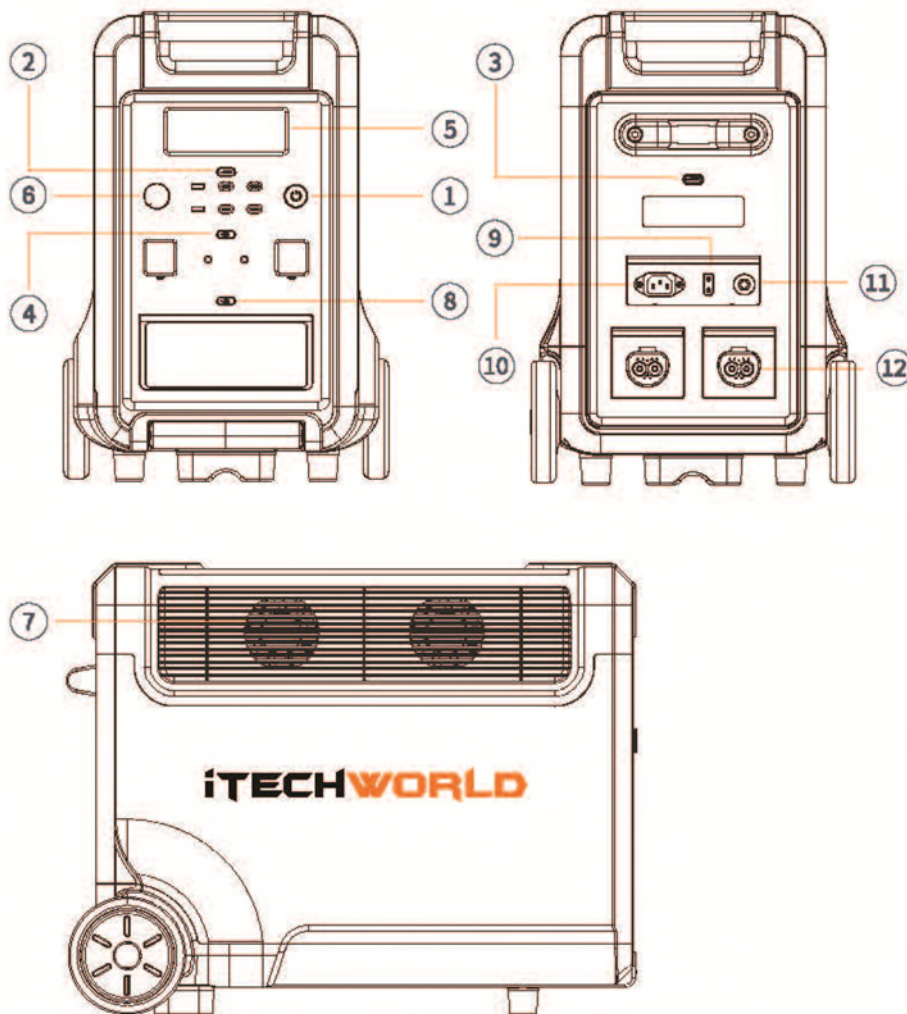
**iTECHWORLD**  
THE POWER EXPERT








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# PRODUCT OVERVIEW



## Package Contents


XT90 to 50A Anderson

AC Charger

Car Charger

User Guide

Cable Storage Bag




- |                          |                          |
|--------------------------|--------------------------|
| ① MAIN POWER CONTROL     | ⑦ AIR INTAKE/OUTLET      |
| ② USB CONTROL            | ⑧ AC 240V OUTPUT CONTROL |
| ③ LIGHT CONTROL          | ⑨ XT90 INPUT PORT        |
| ④ DC CONTROL             | ⑩ AC 240V INPUT PORT     |
| ⑤ LCD DISPLAY            | ⑪ OVERLOAD PROTECTION    |
| ⑥ INPUT POWER ADJUSTMENT | ⑫ PARALLEL PORTS         |

## POWER CONTROL BUTTON

This is the master power button, a long press to turn on and a long press to turn off the unit (hold the button until the screen turns on/off). When not in use, please turn the unit off.

## USB CONTROL BUTTON

Make sure the power station is on before pressing the USB control button.  
Operation: short press to turn on/off.




		
USB x 2	USB-C x 3	USB-C x 1
QC 3.0	20W	100W

## LED LIGHT CONTROL BUTTON

Short press to turn on and change the light mode between solid/SOS/ flash.  
Long press to turn off the light while on any mode.

## DC CONTROL BUTTON

Make sure the power button is on before pressing the DC control button.  
Operation: short press to turn on/off.

		
DC Output x 2	Cig Output x 1	XT60 x 1
12V/3A	12V/10A	12V/25A

## LCD SCREEN DISPLAY

Informative LCD display presents the remaining power and use data. The LCD display will enter sleep mode after 30 seconds of inactivity and wake up when inputting charge or when any button is pressed. The device will remain active and won't enter sleep mode if it is either charging or discharging.



## INPUT POWER DIAL

When the PS3600 PRO is connected to the AC mains for charging, the power is automatically adjusted based on the actual input voltage. Turning the dial clockwise increases the input power, while turning it anti-clockwise decreases the input power. It's important to note that charging this product at lower power levels can be advantageous for extending battery life.

Recommended charge rate: 1600W

## AIR INTAKE/OUTLET (BUILT-IN COOLING FAN)

The PS3600 PRO utilises an internal cooling fan to ensure it operates within the appropriate temperature range. When the PS3600 PRO experiences a high output/input, it automatically turns on the fan. The fan may turn on intermittently to keep the internal temperatures within the operating range. Please ensure you do not block or cover the vents.

### WARNING:

Maintain a space of 30cm away from the side suction and exhaust vents to ensure proper heat dissipation.

## AC 240V OUTPUT BUTTON

To activate the AC output function, simply press the AC button. Keep in mind that AC output frequency and voltage may vary depending on your location. If you need to adjust these settings, follow these steps:

1. Press and hold the AC button for 3 seconds to enter the frequency switching mode. You'll notice that the 50Hz or 60Hz icon will start flashing on the display.
2. Give the AC button a short press again to select between 50Hz or 60Hz. Wait until the flashing icon stops and displays your chosen frequency (either 50Hz or 60Hz), which indicates a successful switch.
3. To adjust the voltage, quickly press the AC button 10 times. This will allow you to cycle through available voltage options.

By following these steps, you can easily customise the AC output frequency and voltage to suit your specific needs.



## XT90 PORT (SOLAR/CAR INPUT)

Use the included XT90 to 50A Anderson adapter to connect your solar panel. The maximum input of the solar panel is 2000W and the maximum voltage is 160V (do not exceed 160V).

The cable we've supplied has a maximum rating of 50 amps, be sure to not to exceed this limit unless you've upgraded the cable.

### **WARNING:**

The XT90 port is an INPUT ONLY port.

## AC INPUT

Use the included wall socket to get 2200W fast charging, which can fully charge the PS3600 PRO from 0 to 100% in 2 hours.

1. The PS3600 PRO should be charged directly by the wall socket, please do not use extension cords.
2. Do not use the same socket to connect other devices to when charging the PS3600 PRO. When a socket in a general household exceeds a certain wattage, the safety circuit breaker will activate.
3. Recommended charge rate: 1600W.

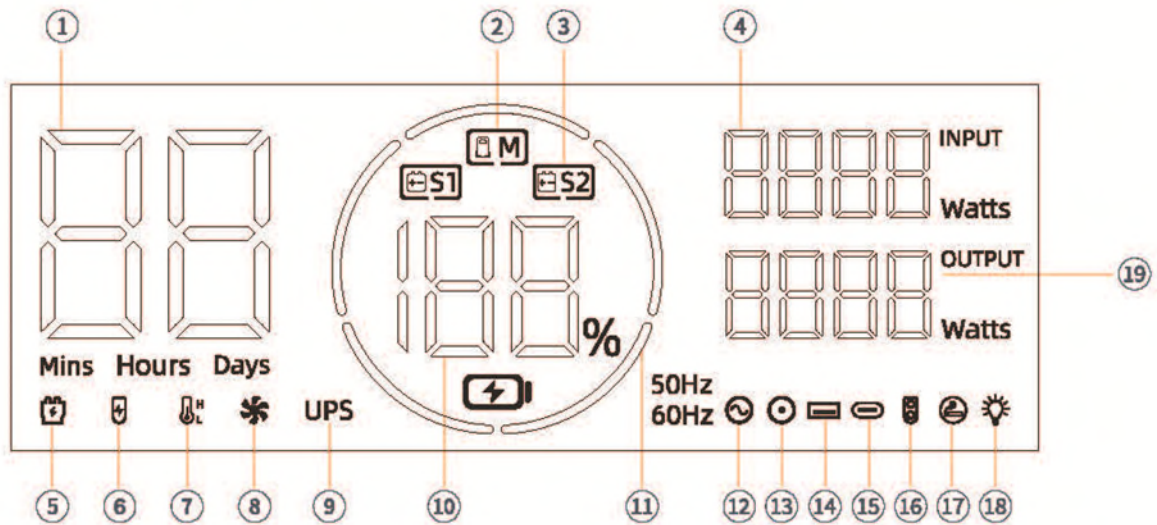
## OVERLOAD PROTECTION

To safeguard the power station from potential damage resulting from excessive AC input current due to lightning or grid fluctuations, the overload protector is designed to activate and disconnect the AC input in such situations.

If the overload protector has been triggered, and you need to restore the AC input, please follow these instructions:

1. First, ensure that the PS3600 PRO is turned off, and unplug all connected devices and ports from it.
2. Confirm that all connected ports are in their standard, normal state.
3. Now, you can turn on the PS3600 PRO.
4. Locate and press the overload protection button. This action will re-engage the AC line and restore the AC input.

## LCD FEATURES



- |                             |                                |
|-----------------------------|--------------------------------|
| ① REMAINING DISCHARGE TIME  | ⑪ BATTERY PROGRESS BAR         |
| ② EXPANSION BATTERY STATUS  | ⑫ AC OUTPUT STATUS             |
| ③ PARALLEL OPERATION STATUS | ⑬ DC OUTPUT STATUS             |
| ④ TOTAL INPUT POWER         | ⑭ USB OUTPUT STATUS            |
| ⑤ AC CHARGING STATUS        | ⑮ USB-C OUTPUT STATUS          |
| ⑥ XT90 INPUT STATUS         | ⑯ XT60 OUTPUT STATUS           |
| ⑦ HIGH/LOW TEMPERATURE      | ⑰ CIGARETTE PORT OUTPUT STATUS |
| ⑧ FAN STATUS                | ⑱ LED LIGHT STATUS             |
| ⑨ UPS STATUS                | ⑲ TOTAL OUTPUT POWER           |
| ⑩ BATTERY LEVEL INDICATOR   |                                |



## UPS MODE

The PS3600 PRO has a bypass function, which means power will not pass through the battery; it will be taken directly from the AC output.

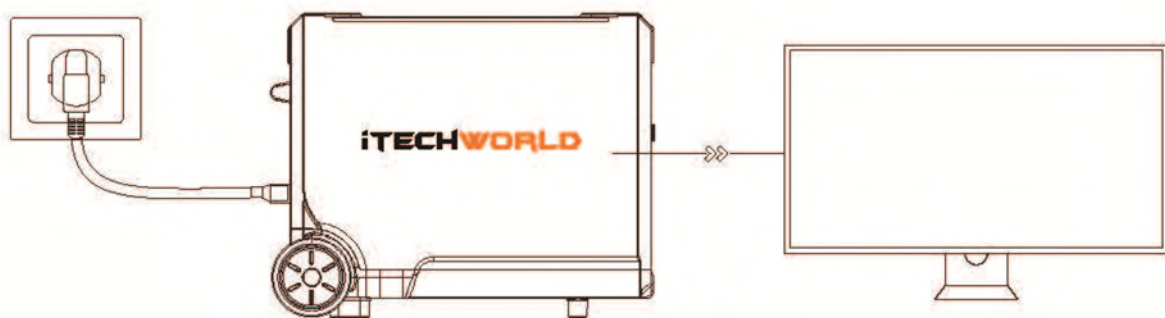
In this mode, the power source is the power grid, when there is an emergency power outage, the power source will switch to the battery within 10ms and protect the connected appliance.

## UPS CONNECTIONS

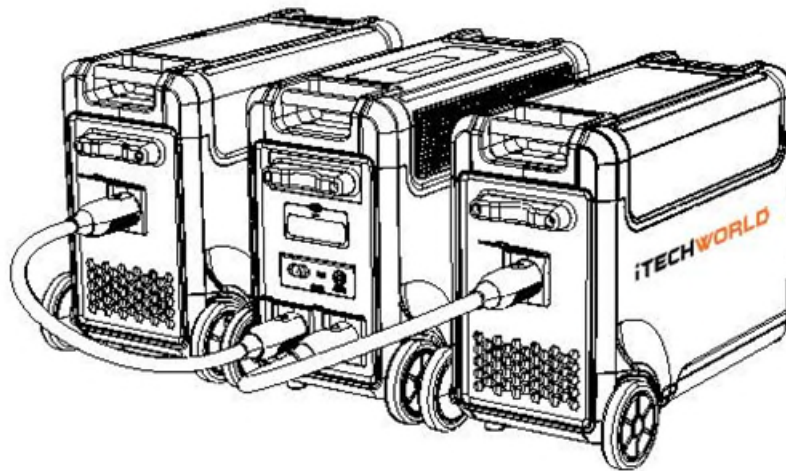
As shown in the figure below, connect the PS3600 PRO between the wall socket and the electrical appliances, ensuring the power of the PS3600 PRO is ON. When you turn on the electrical appliances, power will be taken directly from the grid.

In this state, when the power grid is cut off, it will automatically switch to the PS3600 PRO internal battery to supply power.

- In UPS mode, the maximum power output is 2600W.
- In UPS mode, if the AC output exceeds 2600W, the AC overload symbol will illuminate.



## EB3840 CONNECTION



You can connect the PS3600 PRO to a maximum of two EB3840s (sold separately), with a maximum capacity of 11,520Wh, using parallel cables. Ensure that both the PS3600 PRO and the EB3840s are powered off before making the connection. Once the connection is complete, you will see "S1" and "S2" displayed on the screen.

After successful parallel connection, the PS3600 PRO can commence charging or discharging. Keep in mind, the PS3600 PRO will charge at a slower rate when it's almost full and will release power faster when used. If there's no incoming charge, the unit with a higher state of charge will charge the unit with a lower state of charge. The display will show the current power status.

Make sure not to connect or disconnect the parallel cable while the PS3600 PRO is operational. Only connect or disconnect the cable when the product is powered off to avoid any potential electrical hazards or malfunctions.

### **WARNING:**

Do not connect or disconnect the PS3600 PRO to an EB3840 whilst switched ON.



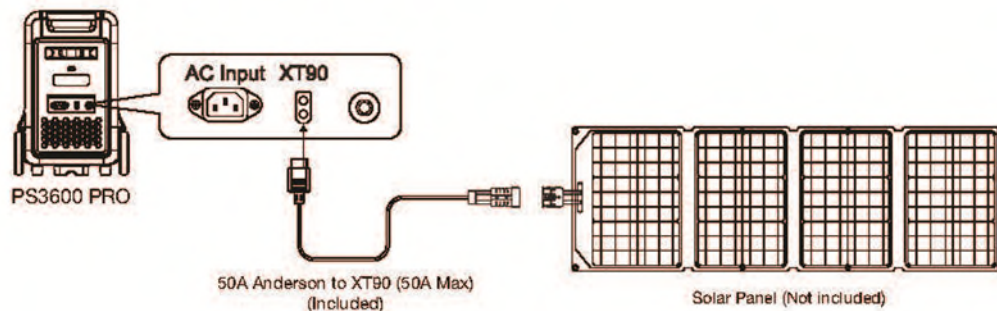
# CHARGING

## SOLAR PANEL CHARGING

1. Do not charge the PS3600 PRO via a solar panel that has a voltage exceeding 160V.
2. Supports 2000W max solar input (solar panels not included), the charging time depends on the solar panel input.
3. To ensure proper operation, please verify that there is no regulator in the line. You will need to input unregulated solar power into the PS3600 PRO as it already contains a built-in regulator.

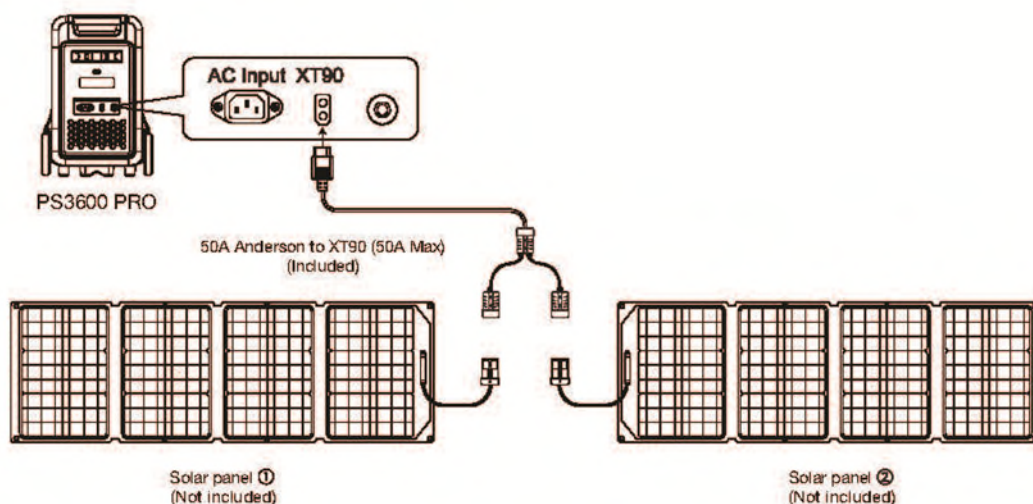
### Connecting Pattern ①

#### THE AREA OF CHARGING



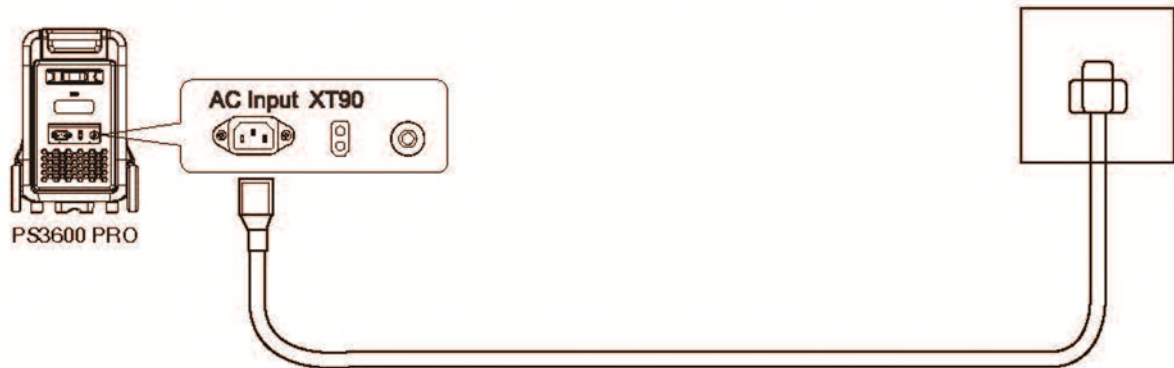
### Connecting Pattern ②

#### THE AREA OF CHARGING



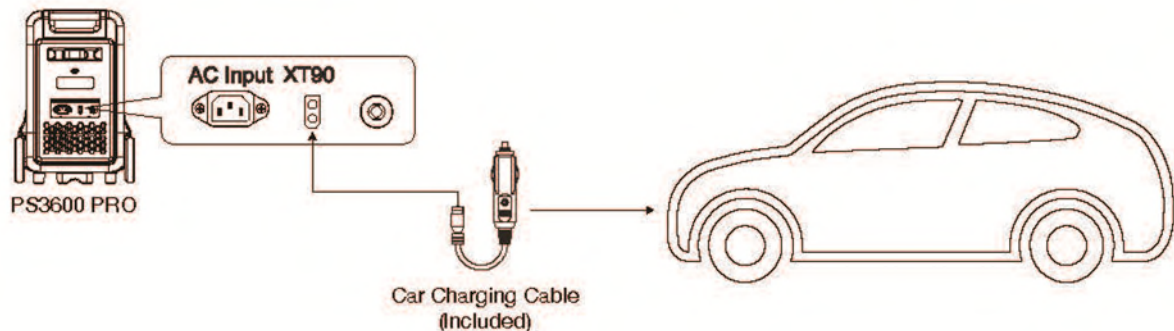
## AC CHARGER CHARGING

Use the AC charger provided to charge this unit. It will only require 2 hours to fully charge the PS3600 PRO.






## CAR/VEHICLE CHARGING

It's important to use the car charger that was provided with the unit for charging. Car chargers usually provide lower power outputs, typically around 90-120 watts. As a result, charging times may be extended. If you require a quicker charge, it is recommended to use the AC adapter that came with the device. The AC adapter provides higher power output and is better suited for fast charging.



# FAULT RESOLUTION

Status	Explanation	Resolution
 <p>Above icon flashes and buzzes</p>	<p>The output exceeds the standard and it's short-circuited.</p>	<p>1 - Begin by removing the output device.</p> <p>2 - Next, check whether the overload protector is activated. If it's activated, follow these sub-steps: press the overload protection button, after that, press the AC output button.</p> <p>3 - If the overload protector has not been activated, proceed as follows: directly press the AC output button to restore the output function.</p>
 <p>The temperature warning icon flashes and buzzes</p>	<p>The PS3600 PRO has surpassed the recommended temperature limit.</p>	<p>Remove all loads, disconnect the power source from this product, and wait for the unit to cool down to an appropriate temperature before proceeding (between -10°C~40°C).</p>
 <p>Charging unavailable</p>	<p>Bad wire connection.</p>	<p>Verify the connection status of the power line and the power supply to ensure they are properly connected.</p>



# SPECIFICATIONS

General Specifications	
Model name	PS3600 PRO
Dimensions	550 x 321 x 464mm
Weight	42Kg
Capacity	3840Wh
Max parallel capacity	11,520Wh
XT90 input	12-160V 2000W max
AC output	50/60Hz (frequency switch available), rated at 3600W Pure Sine Wave. Built in overload and short circuit protection.
USB QC3.0	2 x 18W
USB-C	3 x 20W
USB-C	100W
DC 5521 output	2 x 12V/3A
XT60 output	12V/25A
Cigarette lighter output	12V/10A
Power off current	<500uA
Operating temperature	-10~40°C
Environment humidity	≤90%RH
Cycle life	4000 cycles
Battery Specifications	
Battery type	LiFePO4
Single cell rated voltage	3.2V
Single cell rated capacity	20Ah
Battery pack rated voltage	48V
Battery pack output voltage	40V-54V
Battery pack rated capacity	3840Wh



# SAFETY PRECAUTIONS

For safe operation and optimal performance, the PS3600 PRO Portable Power Station must be operated correctly. Please carefully read, understand, and follow all instructions and guidelines in this user guide. Failure to follow these instructions may result in damage to the unit, property, death, or serious injury.

**Disclaimer:** While iTechworld has taken every precaution to ensure the accuracy of the contents of this user guide, iTechworld assumes no responsibility for any errors or omissions.

**Furthermore, all specifications and functionality may change at any time without notice.**

It is best to view our website for the most up-to date information.

## **WARNING:**

People with physical disabilities, visual, sensory, or mental impairments (including children) should not use this device. Children should be supervised to ensure they do not play with the power station.

## **DANGER:**

Do not disassemble or modify the power station; doing so will result in your warranty being void, it may result in a risk of electrical shock, fire, death, or serious injury.

## **EXPLOSION HAZARD:**

Do not use the power station in an environment where flammable fumes or gases are present (such as gas bottles, petrol engines, or lead-acid battery compartments).

## **WARNING:**

Avoid using the power station in extreme temperatures, high humidity, direct sunlight, and near fire.

## **WARNING:**

Please use the cables recommended in this user guide; otherwise, it may result in damage to the power station, a risk of electrical shock, fire, death, or serious injury.

**WARNING:**

Do not drop the power station.

**WARNING:**

When not using the power station, turn off the power and unplug the power cord.

**WARNING:**

Do not use the power station and its accessories to connect equipment if there is a defect.

**WARNING:**

Do not use the power station in an environment where it will get wet, the unit is not waterproof.

**LIMITATIONS OF USE:**

Do not use in connection with life support systems or other medical equipment or devices.

**LONG TERM STORAGE:**

For long-term storage, discharge the power from full to empty once every three months, and then recharge it to 75%. Ensure the power is turned off completely.

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## 10.8 COROMANDEL VALLEY RAMBLERS CRICKET CLUB FACILITY PROPOSAL

**Report contact**

Will Morris – Project Officer Architecture

**Meeting**

Council

**Manager**

Emily Kenchington, Manager Construction and Projects (Acting)

**Director**

Matt Buckell, Director Operations (Acting)

**Date**

17 March 2026

### 1. Purpose

This report responds to Councillor Eaton's Notice of Motion on 13 November 2025, regarding the Coromandel Valley Ramblers Cricket Club's (CVRCC) proposal for a shared-use facility upgrade at Weymouth Oval. It outlines the proposal, identifies strategic, financial, and site constraints, and evaluates options for Council consideration. The report seeks Council direction on whether to progress investigation, support alternative approaches, or take no further action at this time.

### 2. Recommendations

**That Council:**

1. Acknowledges the role of the Coromandel Valley Ramblers Cricket Club and Weymouth Oval in supporting local sport and community participation.
2. Endorses staff continue to support the Ramblers Cricket Club to explore and develop options to meet current and future facility needs at Weymouth Oval, including adaption of the community centre and/or standalone facilities elsewhere within the site.
3. Notes that investigations consider site constraints, car parking, access, environmental factors, leasing and tenure arrangements and the needs of all precinct users, to inform coordinated long-term planning.
4. Supports the preparation of concept designs, indicative cost estimates, and identification of external funding opportunities, and notes Council's interest in including cricket facility improvements as an advocacy priority where possible.
5. Notes that any future development is subject to Council approval, resolution of leasing and tenure arrangements, compliance with the Community Land Management Plan, community consultation as required, and confirmation of funding, including external funding and/or inclusion in the Long Term Financial Plan.

### 3. Executive summary

This report responds to Cr Eaton's Notice of Motion on 13 November 2025 (Attachment 1) requesting assessment of the Coromandel Valley Ramblers Cricket Club (CVRCC) proposal for shared facility development at the Coromandel Community Centre, Weymouth Oval.

The CVRCC has submitted a business case (Attachment 2) proposing an estimated \$2.5M to \$3.0M building expansion including changerooms, additional social spaces and verandah areas. The Club has committed \$100,000 to \$150,000 of club funding and pursuit of external grants. The Club has experienced significant growth and is now council's second-largest cricket club, with 227 players in 2025 and sufficient participation to field a second female team.



Staff have undertaken preliminary investigations into the feasibility of the proposed shared facilities between the Coromandel Valley Community Centre and the Coromandel Valley Ramblers Cricket Club at the current community centre building, including parking and any restrictions to land encroachment on areas adjacent to the current building.

While the proposal offers community benefits and aligns with sport inclusion goals, it presents significant challenges, including that:

- while cricket club integration would likely increase utilisation of existing spaces in Coromandel Valley Community Centre, the seasonal and time-concentrated nature of cricket use means a multi-million dollar expansion is more difficult to justify on peak utilisation grounds alone, and increased activation of existing building space should be explored before capital expansion of the community centre is considered.
- site constraints are substantial and include significant trees requiring protection, stormwater infrastructure affecting Chambers Creek, limited parking already experiencing pressure, and planning restrictions.
- the Essential Services Commission of South Australia 2024 advice recommends limiting capital expenditure and prioritising asset renewal over new infrastructure
- The project, being driven by the CVRCC, does not form part of Council's Long Term Financial Plan, Strategic Asset Management Plan or Advocacy Plan.

This report recommends that Council endorse staff continuing to work collaboratively with the cricket club and community centre to explore and develop a range of concept options that respond to current and future facility needs at Weymouth Oval. This includes investigating both adaption of the existing community centre and standalone facilities elsewhere within the site, considering the needs of all precinct users and the site's constraints. This investigation phase would develop concept designs, indicative costings, and identify external funding opportunities.

Consistent with the Notice of Motion, this proposal proceeds based on the assumption of 100 percent external funding for any capital works, with no council funding contribution to construction costs. Any future development would nonetheless create ongoing whole-of-life costs (including maintenance, depreciation and insurance) which will be quantified during the investigation phase. Any future development is also subject to Council approval, resolution of leasing arrangements, inclusion in the Long Term Financial Plan, and compliance with Community Land Management Plan consultation requirements.

4. Background

Policy and/or relevant legislation	Community Land Management Plan for General Community Areas. Community Facilities Guidelines 2024. <i>Local Government Act 1999</i> . Planning and Design Code (Hills Neighbourhood Zone).
Who did we talk to/who will we be talking to	Coromandel Valley Ramblers Cricket Club. Community Centre Board of Management (BOM). Thalassa Ward Councillors. Future consultation would include broader community and all Weymouth Oval Precinct users (tennis, Croquet, memorial stakeholders) as required under the Community Land Management Plan.

## 5. Discussion

### Background

The Coromandel Community Centre serves the Northern District, providing a range of social programs and activities. Demand for usage of the community centre is moderate, operating under the utilisation target informally set for it in our Community Facilities Network Planning work.

The Weymouth Oval site also accommodates tennis and croquet clubs, a war memorial, playground, and cricket facilities.

The Coromandel Valley Ramblers Cricket Club (CVRCC) has experienced significant growth, increasing from 169 players in 2023 to 227 players in 2025, including the recent formation of a second female team. The club recently achieved recognition as both SACA and Cricket Australia Community Cricket Club of the Year 2024-25. They currently use Weymouth Oval for training and lower-grade matches, with peak usage on weekend. A and B grade teams play at Hawthorndene Oval in Mitcham Council, where new changeroom facilities (funded through Federal Government Thriving Suburbs grant) are scheduled for completion in April 2026. However, Hawthorndene oval is at capacity, with strong local opposition to expanded cricket use beyond agreed times, limiting the club's ability to accommodate further growth at that venue.

### The Proposed Scope

In October 2025, CVRCC submitted a business case proposing a \$2.5-\$3.0M shared facility upgrade including:

- a significant expansion of the existing Coromandel Community Centre
- compliant changerooms meeting Cricket Australia/SANFL standards
- additional multi-purpose community spaces
- new verandah area for social functions
- enhanced parking
- access and egress improvements.

The Community Centre Board of Management conditionally supports the proposal, provided:

- council manages all capital works
- 100 percent external funding is secured
- liquor licensing is limited to cricket club events only
- parking and access issues are addressed
- current centre administration manages the new facility
- the cricket club joins the community centre board.

### Current Position and Alternative Option

The CVRCC's currently operates under a Licence Agreement with Council which expires 30 April 2026, and the Community Centre Partnering and Management Agreement expires 30 June 2026. These renewals present a timely opportunity to formalise a shared-use arrangement and establish a coordinated management framework.

Discussion with the CVRCC president confirmed a willingness to work collaboratively with staff on a range of options, including a changeroom-only approach if supported by Council. This reflects the club's most pressing practical need: players currently store equipment in the public toilet block and have no dedicated changing facilities, which particularly impacts female players during the peak October-March season when the oval is used daily. The club operates

under ad-hoc liquor licensing for events under 200 attendees, with a permanent licence not identified as a current priority.

In response, staff have identified a standalone changeroom facility at Weymouth Oval as a potential alternative option to the current proposed facility expansion.

This option would directly address the club's critical infrastructure gap without expanding the community centre's existing floor area, at an indicative cost of approximately \$1.0-\$1.5M, subject to detailed scoping and design.

Further work is required to explore this and other options more fully.

### **Potential Costs**

The club has committed \$100,000-\$150,000 toward the project and intends to leverage this for competitive grant funding.

Estimated Costs:

- Full proposal (CVRCC business case estimate): \$2.5-\$3.0M, possibly more.
- Alternative changeroom-only build: \$1.0-\$1.5M (indicative).

Both estimates require validation through further scoping and design processes.

The club's financial commitment is positive but represents only 3-6 percent of the full proposal cost. Securing \$2.5-\$3.0M in external funding would be challenging, particularly for a facility expansion where the existing centre is underutilised.

Alternatively, a more modest changeroom-only project (\$1.0-\$1.5M) presents a more attainable option. The club's committed contribution of \$100,000-\$150,000 would represent 7-15 percent of this total, presenting a more realistic and competitive basis for external grant funding than the full proposal.

While the Notice of Motion is predicated on securing 100% external funding to cover the total construction costs, it is important to note Council would still be responsible for the ongoing costs of owning the larger building. These whole of asset life costs would require annual Council funding. A larger facility means higher maintenance, increased utility costs and higher asset depreciation costs, all of which place ongoing pressure on Council's operating budget. This creates a permanent financial commitment that continues long after the initial project is completed.

The feasibility of the proposal should also be considered in the context of Council's financial constraints and the February 2024 findings of the Essential Services Commission of South Australia (ESCOSA). ESCOSA has categorised the council's financial position as "potentially unsustainable", recommending a limitation of rate increases to match inflation and a shift toward funding the renewal of existing assets over the introduction of new or upgraded infrastructure.

### **Advocacy and External Funding**

Inclusion of the project in council's Advocacy Plan requires a defined and endorsed proposal. At this stage, it is recommended that further work is required to undertake detailed investigations.

Potential external funding sources that may be relevant include the Federal Government's Thriving Suburbs program, Office for Recreation, Sport and Racing infrastructure grants, and state/federal female participation in sport funding streams.

External funding opportunities typically require:

- competitive grant applications
- co-contribution (often 50 percent)
- demonstrated need and community benefit

- alignment with funding body priorities (such as female participation, inclusion or community infrastructure)
- project delivery within tight timeframes.

### **Strategic Context**

The Community Facilities Review is an ongoing, however data gathered against the Community Facilities Guidelines, which aims for high utilisation, shows that the Coromandel Community Centre is meeting current demand, indicating no immediate need for an increase in its floor area.

The project is not currently factored into existing Council strategic plans or forward budgets for upgrade or expansion.

### **Site Constraints**

Preliminary planning advice (November 2025) identifies several site development constraints, including:

- Hills Neighbourhood Zone limits buildings to 9m height, under 2 levels
- significant tree protection requirements
- stormwater management critical due to Chambers Creek impacts
- bushfire management requirements
- carparking requirement of 10 spaces per 100m<sup>2</sup> of floor area added
- parking pressures are already evident, though the club manages current demand and notes parking concerns stem primarily from Community Centre events rather than cricket activities

Asbestos contamination issues requiring remediation has previously been identified in the cricket nets area, which should be considered for any new ground works in the vicinity.

### **Car Parking**

The site currently provides approximately 57 car parks (including disability access parking bays), distributed across three areas: the memorial precinct, the area adjacent to the community centre, and the upper car park overlooking the oval. While this exceeds the approximately 30 dedicated off-street spaces typically required for the community centre alone, the total provision reflects the precinct's multi-use nature, serving cricket, tennis, croquet, the memorial, and public use concurrently. There is also an informal car parking space adjacent the oval to the north of the public toilet, which is used as overflow during events.

Any facility expansion would require a formal parking assessment to determine whether additional spaces are needed. This assessment should consider peak concurrent demand across all precinct users, not just the community centre in isolation.

### **Property and Legal Considerations**

The Coromandel Community Centre land is on Crown Land, under the care, control and management of the council. As Crown Land, any development requires consent of the Crown under the Department for Environment and Water.

The Weymouth Oval land also contains registered easements to SA Water which prohibit the development of permanent structures. Preliminary investigations suggest that the SA Water easement may be affected by the proposed CVRCC extension, requiring a redesign.

### **Land Classification and Usage**

Both the Community Centre and Weymouth Oval are classified under the Community Land Management Plan (CLMP) for *General Community Areas (Public Facilities)* rather than *Sportsgrounds*. This allows for:



- building community facilities for social, cultural and welfare activities
- casual playing of games and informal sports
- issuing leases for community-focused facilities

In the context of the CVRCC proposal, there are two main scenarios that would trigger a need for Council resolutions and public consultation under the *Local Government Act 1999*:

1. Boundary changes: If the development moves beyond the current management area into land classified as “Reserves,” the Council must formally amend the CLMP boundary.
2. Reclassification: While casual sport is currently allowed, any formal agreement for organised competitive sport may require the land to be reclassified as a “Sportsground”

Currently, the CVRCC has no formal agreement with the Community Centre but has a licence agreement with council for the use of Weymouth Oval.

## **Assessment of Need**

### *Utilisation*

While the business case identifies a need for additional multiuse and accessible spaces, current performance data does not support this claim. The Community Centre is operating approximately one-third below the utilisation typically required to justify capital expansion. Although the proposal suggests a shortage of flexible space, the existing facility can already host two simultaneous activities with separate amenities. Current under-utilisation appears partly driven by operational factors. Staff report that the layout of the deck and outdoor areas discourages concurrent bookings, which may be artificially constraining usage. Considering building expansion without maximisation of existing spaces risks creating an underutilised asset.

While cricket club use would provide some utilisation uplift, the seasonal nature of the sport means this alone does not present a sound basis for significant capital expenditure on additional social and multipurpose spaces.

It is acknowledged that formalising the cricket club's use of the community centre would likely improve overall utilisation figures. However, cricket activity is concentrated in the October to March season and typically peaks on weekends, meaning any uplift would be partial and time limited. Expanding the social and multipurpose spaces may slightly increase demand; however, use would remain concentrated during peak cricket periods, with limited increased utilisation for the rest of the year. This creates a risk that the expanded facilities would be underused relative to the \$2.5–\$3.0 million capital investment. A more pragmatic approach would be to first formalise shared-use arrangements within the existing building to test and demonstrate genuine demand before any expansion is considered.

The planned revision of the Community Capacity Strategic Plan will inform our Community Facilities Network Planning, providing context for the facilities required for service delivery and community-led activity, such as community centres. This work will include looking at demographic factors, such as increases in the number of young families and our ageing population, to understand impacts on community facility demand. Currently, there is insufficient evidence to support immediate expansion of the Coromandel Community Centre.

### *Sport Infrastructure*

14 of the City of Onkaparinga's 15 cricket clubs currently have access to changeroom facilities at their home grounds (Attachment 3). The only exception is Southern Cricket Club at Serpentine Reserve, which operates without dedicated cricket changerooms and is significantly smaller than the Coromandel Valley Ramblers Cricket Club (CVRCC). CVRCC's new changerooms at Hawthorndene Oval, scheduled for completion in April 2026, will provide compliant facilities for A and B grade matches.

However, Weymouth Oval remains a key venue for CVRCC, used seven days a week for training, C/D grade and junior matches, where only public toilets are available for changing. While the absence of changerooms at Weymouth Oval does not place the club in a uniquely disadvantaged position overall, providing a dedicated changeroom facility at this training and secondary match venue would improve equity of access relative to most other cricket clubs and support the club's growing junior and female participation programs.

This changeroom focused approach addresses an identified infrastructure gap in a proportionate manner, without expanding underutilised community space, and represents a more targeted and equitable response than the full facility expansion proposal.

### Community Centre Board Chair Discussion

Discussions with the Community Centre Chair confirmed support for expanding the community centre to help meet the cricket club's needs and improve how the centre works overall. The cricket club has a strong and positive relationship with the community centre board. While the centre is seeing increased use, the Board Chair noted that the current building has limitations and cannot easily support more than one activity at the same time, which reduces its flexibility. The tennis club operates independently and is satisfied with its current facilities and arrangements.

### Community Consultation

Once concept options are developed, community consultation will be required under the CLMP before any development can proceed. This consultation process would include all Weymouth Oval precinct users (including tennis, croquet, the Community Centre, and memorial stakeholders) as well as the broader community. The consultation would allow community members to provide feedback on the proposed concepts, with outcomes documented and considered before any final decision is made. The extent and nature of consultation will depend on the scope of the proposed development and whether it triggers CLMP amendments or land reclassification.

## 6. Financial implications

### Financial summary

Item	Capital	Operating	Comment
<b>Budget</b>			
Current budget allocation	\$0	\$0	No current budget allocation for this project
Additional funding required	\$15,000		Estimated cost for concept designs, investigations, and indicative cost estimates as an initial investigation phase.
Funding source and amount	Unspent capital/surplus available from existing approved budget	N/A	Funded from existing available budget
Budget impact	\$0	TBD	
<b>Long Term Financial Plan (LTFP)</b>			
In current LTFP?	No – construction and ongoing maintenance and depreciation costs are not currently allocated within Council's approved LTFP.		
LTFP category	New/Significant Upgrade (if pursued and included in future LTFP)		
Timing in LTFP	Not scheduled		

## 7. Risk and opportunity management

Risk	
Identify	Mitigation
<b>Reputation/community expectation</b> Raising expectations that cannot be met if funding is not secured	Clear communication that investigation does not guarantee delivery. All options contingent on 100 percent external funding – no council commitment unless funding confirmed.
<b>Political</b> Misalignment between community expectations and council capacity to deliver	Transparent reporting of constraints, costs and funding realities. Clear communication of decision-making process and timelines
<b>Financial/business sustainability</b> Creating ongoing operational cost burden that impacts council's operating position	Require detailed whole-of-life cost analysis before proceeding, ensure governance model includes cost sharing arrangements with cricket.
<b>Environment</b> Damage to significant trees or impact to Chambers Creek stormwater	Require arborist assessment and tree protection plans. Design within environmental constraints.
<b>Compliance/legal</b> Proceeding without required Community Land Management Plan consultation or Crown Land consent	Ensure formal consultation process for General Community Areas before any works proceed. Engage all precinct users and broader community, document outcomes. Engage Property and Legal advice early in investigation phase.
<b>Service delivery</b> Expanding underutilised facilities diverts resources from higher priority asset renewal	Maintain focus on demonstrated need and multi-use benefits rather than aspirational expansion.
Opportunity	
Identify	Maximising the opportunity
<b>Leverage external funding</b> for sport infrastructure that supports growth in junior and female participation	Focus investigation on changeroom design that optimises grant eligibility (female friendly facilities, inclusive design). Prepare strong applications highlighting club achievement and community benefit.
<b>Formalise shared use</b> that maximises utilisation of existing facilities	Develop governance framework for club access to community centre.
<b>Enhance council's reputation</b> for supporting community sport and grassroots participation	If project proceeds, promote as example of partnership and strategic investment in community infrastructure. Leverage club's national recognition (Cricket Australia Club of the Year) in communications.
<b>Align with state/federal policy priorities</b> for female participation in sport	Design facilities to meet female-friendly standards. Include universal access features.

## 8. Timelines and deadlines

- **Investigation:** April 2026 – April 2027 (12 months)
  - Site constraints analysis
  - Concept designs & cost estimates
  - Governance framework development
  - Funding identification
  - Community Land Management Plan consultation (timing dependent on likelihood of project proceeding).

### Critical Dependencies:

- Funding success determines whether project proceeds beyond investigation.
- Community Centre Partnering and Management Agreement expires 30 June 2026; CVRCC Licence Agreement with Council expires on 30 April 2026. Any project would need to coordinate with renewal of these agreements and establishment of shared management framework.
- Community Land Management Plan amendments (if required) must be complete before works commence.
- Crown land consent from Department for Environment and Water must be obtained before any development proceeds.

## 9. Next steps

### Immediate Actions:

- Inform CVRCC and Community Centre Board of Council decision.
- Assign staff resourcing to deliver chosen outcomes.

## 10. Attachments

Attachment 1 – Notice of Motion (2 pages)

Attachment 2 – Coromandel Valler Ramblers Cricket Club Business Case Proposal (32 pages)

Attachment 3 – Community Land Register (1 page)

– END OF REPORT –



## 11.2 NOTICE OF MOTION – CR EATON – COROMANDEL VALLEY COMMUNITY CENTRE UPGRADES

### Background

On Friday 24 October 2025 an email was sent to the City of Onkaparinga's administration and Thalassa Ward councillors from Mr Jarryd Simister, president of the Coromandel Valley Ramblers Cricket Club (CVRCC) regarding a business case proposal he had been working on with the Coromandel Valley Community Centre Board of Management (BOM) for at least 6 months proposing an upgrade to the Community Centre to assist the cricket club with appropriate facilities at the Weymouth Oval. The original proposal he submitted was not countersigned by Mr Peter Mew and a request was made for this to occur with the final business case document being received on Friday 31 October (see attachment 1).

The CVRCC is a very active sports club being awarded the Community Cricket Club of the Year 2024/25 by the South Australian Cricket Association. Over recent years they have sought clubhouse facilities at the Frank Smith Park Coromandel Valley which was not agreed to due to the nature of that sports facility, although funding was received for a new cricket pitch to this oval, which is shared with the Coromandel Valley Primary School. They have also been successful in achieving funding for upgraded change facilities and viewing area at the Hawthorndene Oval with funding from the City of Mitcham and local members of parliament, which were recently commenced. The cricket club currently has a storage shed at the Weymouth Oval, along with cricket nets that they are seeking upgrades of as well. There are no change facilities at the oval for their members who use the oval's public toilets.

Such an upgrade will have the potential to attract more home games for the CVRCC at the Weymouth Oval with the potential to increase pressure on the current parking capacity of the carparks, particularly when event there are events at the community centre, tennis and croquet clubs.

Both the CVRCC and BOM have met with City of Onkaparinga staff (and ward councillors) in relation to this project

It should be also noted that the BOM) has been involved as mentioned and supports the Proposal provided that the City of Onkaparinga is to undertake any capital works as a programme and that full outside funding be provided to council as a matter of course. Further the BOM has stipulated that the following issues be included in the Business case and are as follows.

- A liquor licence would be supported only for Cricket Club events and not as a centre licence.
- Car parking is currently at a premium and will need to be addressed in the funding proposal as to cater for a greater use of the centre's facilities including Tennis, Croquet, Cricket and Centre events.
- Improved access and egress as a priority to service the Community centre and War Memorial
- Membership of the centre board and that the current centre administration be responsible for management of the new facility.
- Funding is the responsibility of the Ramblers Cricket Club and that the BOM is in no position to assist with additional funding.
- The BOM is confident that little or no significant disruption to centre precinct operations provided that the project is managed to include all precinct users.

The recent Community Facilities Review relating to the Northern and Hills North District that was undertaken by our administration had not identified any upgrades to the Coromandel Valley Community Centre. This review was undertaken prior to this proposal being developed. It has also not been included in the City of Onkaparinga's Advocacy Plan for the forthcoming State Elections.

As this project does not presently have any capital works proposed funding in our Capital Work Budget it is proposed that should approval be reached for such a project to progress it will be subject to 100% external funding from an election commitment and other external funding that may become available.

This motion is calling for a report to be presented by our administration to be received at the December Council meeting to consider the impacts to the Coromandel Valley Community Centre's facilities, Coromandel Valley Tennis Club/Croquet Club, encroachment on adjacent land at the Weymouth Oval precinct and road safety issues at entrance points to the carparking, with appropriate recommendations to consider if the project was to proceed.

**Motion**

**That a report is prepared for the December 2025 Council meeting on the basis of 100 percent outside funding regarding:**

- 1. The feasibility of the proposed shared facilities between the Coromandel Valley Community Centre and the Coromandel Valley Ramblers Cricket Club at the current community centre building, including parking, and any restrictions to land encroachment on areas adjacent to the current building.**
- 2. Whether the proposed upgrades are aligned with the recent Community Facilities Review.**
- 3. Potential estimated costs of such a project.**
- 4. The inclusion of the project in the City of Onkaparinga's Advocacy Plan and identification of potential external funding sources.**
- 5. Confirmation that Council will not provide any financial contribution towards the delivery of the project.**

# BUSINESS CASE PROPOSAL

Redevelopment of Coromandel Community Centre  
for a Shared Use Community & Sport Facility



Coromandel Community Centre Inc  
&  
Coromandel Valley Ramblers Cricket Club  
Main Road, Coromandel Valley

October 2025

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Project leads name [Primary contact]	<b>JARRYD SIMISTER</b>
Phone Number	<b>0432155961</b>
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Role in organisation	<b>President</b>



## What is a business case?

A business case captures the details of the project, the rationale for it and its feasibility. It is the information needed for council to review a proposal or project.

### Business Case Composition

The key elements include:

- project description
- project need/demand
- a brief description of the different options considered and option recommended
- benefits expected
- funding model and total project cost
- feasibility
- impact on governance and management
- summary of the key risks of the project
- milestones and timescales of the project plan

## Important considerations before proceeding

- The primary owner of the business case is the club/organisation
- The level of detail provided should be commensurate with the scale and cost of the project
- A business case does not necessarily commit council to funding or supporting any proposed project
- Council will always first consider optimising use of existing facilities and sharing use of schools before building new infrastructure
- New and significant upgrade capital projects on sites owned by council will be project managed by council and scheduling and timing of delivery will be subject to available resources.
- It is strongly advised council staff and any potential funding stakeholders be consulted before writing a business case
- Council work on a 3 stage delivery cycle
  - Stage 1 confirm need and schedule project for delivery (this may be subject to Council approval)
  - Stage 2 detailed design and cost estimates and funding sourced
  - Stage 3 construction
- Timeframes for delivery will be dependent on project variables such as (but not limited to) competing project priorities and council and external funding availability.

# 1. Executive Summary

*This section should provide general information surrounding your club/organisation (history, site/location, programs, services provided and who owns the facility. It should also provide general information about the project and the opportunity or issue the proposed project or initiative addresses and what is driving the project. Usually, this section is completed last after all other sections of the business case have been written as it is a summary of the detail that is provided in subsequent sections of the document.*

## 1.1. Project description

*Use this section to describe what project is being proposed, what is driving the need for the project, how it will be funded (funding model) and any expectations of council.*

The Coromandel Community Centre, in partnership with the Coromandel Valley Ramblers Cricket Club, proposes an expansion of the existing centre at Weymouth Oval to create additional, flexible, and inclusive space for regional community use. The proposed upgrade will either extend the footprint of the current facility or add a second storey, depending on environmental and site constraints.

The key driver of this project is the need for more multi-use, hireable, and accessible space for local programs, events, and informal gatherings. The centre is a valued community asset, regularly used for dance, fitness, disability, DHS dementia suffers, educational groups, and private events. However, it currently lacks the capacity and facilities to meet growing demand — particularly for activities requiring gender-inclusive amenities and functional change spaces.

The project will also deliver compliant change facilities for organised sport supporting the return and growth of local community cricket and football, particularly for women and juniors, in alignment with participation trends and inclusion goals.

Funding will be sought through a combination of club contributions (\$100,000 - \$150,000), state and federal grant programs focused on community infrastructure and female sport, and in-kind support. Council is expected to retain ownership of the facility, with project delivery and scheduling managed in collaboration with the Community Centre Board.

## 1.2. Opportunity/Issue

*Use this section to briefly describe the business opportunity or issue that the proposed project will address and what other alternatives have been considered.*

The Coromandel Community Centre is a popular and well-utilised facility but is currently constrained by limited space and outdated amenities including event parking, centre access and egress. Demand for hireable, flexible indoor space has increased in recent years, particularly for weeknight and weekend programs such as dance, fitness, educational workshops, and private functions. The lack of adequate change facilities, accessible toilets, and breakout spaces limits the centre's ability to accommodate a broader range of users, especially women, families, and inclusive community groups.

This project presents a unique opportunity to address that issue by expanding the building's capacity to support more organised and spontaneous activity. By investing in additional multi-purpose rooms and compliant amenities, the centre will better serve the needs of existing and potential hirers, increase community engagement, and generate additional income to support its long-term

sustainability.

A secondary opportunity exists to reintroduce and support community sport, particularly for women and juniors, through the inclusion of basic change room facilities that meet Cricket Australia and SANFL minimum standards. This element complements the primary goal of expanding the centre's utility for broader regional community use. Primary school football was a regular user of the oval in the early 2000's supporting the Aberfoyle Park Primary School Campus' team as a home ground.

The Coromandel Valley Ramblers Cricket Club, based at Weymouth Oval are licenced for use of the oval across various times, 7 days a week. Addition of supporting facilities will support the continued growth of the club.

Several alternative options have been considered, including the status quo (no change), temporary facility hire, or constructing standalone sporting infrastructure. These options were found to be either financially unsustainable, spatially incompatible, or poorly aligned with community-centre-led governance. A co-designed, shared-use expansion offers the most viable path forward. The Coromandel Community Centre Board strongly supports this co-designed and shared use expansion facility as the most viable, sensible and cost effective pathway forward.

### 1.3. Anticipated Outcomes

*Use this section to describe the anticipated outcome if the proposed project is implemented. It should include how the project will benefit the organisation and wider community.*

The proposed expansion of the Coromandel Community Centre is expected to deliver a range of outcomes that benefit both the local community and the broader City of Onkaparinga region:

- **Increased Capacity for Community Programming:** The addition of flexible, multi-use spaces will allow the centre to accommodate more weekly programs, workshops, and activities — including those run by dance, fitness, arts, and education providers — many of whom have already expressed interest in expanding their use of the centre. Currently the CCC has an expanded growth target for use greater than 76%, not inclusive of sport.
- **Expanded Hire Opportunities:** New and modernised areas will improve the centre's ability to host private functions, meetings, parking and events, generating increased revenue that supports operational sustainability.
- **Varied hire spaces:** Addition of new flexible hire spaces which can support a wider range of activities with various flooring types.
- **Inclusive and Accessible Facilities:** The inclusion of accessible toilets and compliant change rooms will support all users of the centre, especially women, children, older adults, and people with disabilities. These improvements will broaden the centre's appeal and usability across demographics.
- **Support for Local Sport Participation:** As a secondary benefit, the project will enable the return of junior and female cricket to Weymouth Oval, through the provision of minimal but essential change room infrastructure. This supports local sport inclusion goals without compromising community access to the centre.
- **Strengthened Community Identity and Belonging:** The project will reinforce the centre as a regional social hub, creating a welcoming and inclusive environment that meets the growing expectations of a diverse and vibrant community.



- **Improved Governance and Collaboration:** The partnership model underpinning the project fosters stronger relationships between the community centre, sporting users, and council, providing a framework for shared management and increased civic engagement.

## 1.4. Process

*Use this section to summarise the proposed process for the project, how it will address the business opportunity/issue and the benefits that will be achieved by moving forward with the project.*

The project will be delivered through a staged, collaborative approach involving the Coromandel Community Centre Board, Coromandel Valley Ramblers Cricket Club, and the City of Onkaparinga. A dedicated project subcommittee — including representatives from the centre, sporting users, and other stakeholders — has been established to oversee planning, engagement, and delivery.

### **Stage 1 – Needs Identification and Business Case Development**

The need for expanded community space and inclusive amenities has been clearly identified through user feedback, program constraints, and sport participation trends. This business case captures that need and serves as the foundation for securing external investment.

### **Stage 2 – Design, Costing and Grant Funding Applications**

Once the business case is endorsed, concept plans will be developed in consultation with community users and site experts. A detailed cost plan will then be used to apply for state and federal funding opportunities, particularly those aimed at:

- **Female and inclusive participation in sport** (e.g. Office for Recreation, Sport and Racing)
- **Community infrastructure** (e.g. Building Better Regions Fund, Stronger Communities Program)
- **Health and wellbeing initiatives** supporting social connection and local engagement

The Coromandel Valley Ramblers Cricket Club has committed **\$100,000 - \$150,000** in club funds toward the project, providing a strong co-contribution to leverage competitive grant funding. Additional in-kind contributions and sponsorship will also be pursued to enhance the project's value proposition.

### **Stage 3 – Construction and Operational Integration**

Construction will be scheduled to minimise disruption to existing community programming. Upon completion, the new spaces will be integrated into the community centre's booking and management systems, with clear scheduling protocols for sporting use and open availability for hire by other groups. The governance structure will ensure transparency and long-term viability, with shared oversight between stakeholders.

This staged approach ensures that the project remains community-led, financially responsible, and aligned with strategic funding streams to maximise deliverability.

## 1.5. Justification

*Use this section to justify why the project should be implemented and why it was selected over other alternatives. Where applicable, quantitative support should be provided and the impact of not implementing the project should also be stated.*

This project is justified by a clear and growing gap between community needs and the capacity of



the current Coromandel Community Centre. Demand for accessible, inclusive, and hireable space continues to outstrip availability, limiting the Centre's ability to support new and existing programs, community events, and informal use.

The lack of compliant amenities — particularly change rooms and accessible toilets — also restricts the diversity of users the centre can accommodate. In particular, local interest from dance groups, wellbeing programs, youth groups, and sporting clubs (especially female and junior teams) cannot be fully realised under current constraints.

From a broader perspective, this proposal directly supports:

- **Community wellbeing** through increased access to inclusive activity spaces.
- **Social inclusion** by improving accessibility and gender-equity in facility design.
- **Local economic resilience**, by enabling greater use and generating hire income.
- **Strategic alignment** with state and federal funding priorities, particularly around female participation, ageing populations, mental health, and community activation.

The Coromandel Valley Ramblers Cricket Club is leading the way in community sport, recently awarded the South Australian Cricket Association Community Cricket Club of the Year 2024/25 and also the Cricket Australia Community Cricket Club of the Year 2024/25, awarded this recognition in front of 3,300 other clubs nationally.

Recognition through awards was for the club's ability to exemplify community spirit, combining innovative practices, inclusive values, and sustainable growth. Key initiatives delivered by the club include:

- **Junior Development:** Reducing fees through the Government Sport Voucher ensuring every child can play cricket without financial barriers
- **Community Connection:** The Sponsorship Loyalty Program generated over \$1.1 million in four years, supporting the local economy
- **Mental Health Advocacy:** The Ashley Bryant Memorial T20 Match and the Ramblers Support Platform promote mental health awareness
- **Inclusivity and Growth:** Engaging women, girls, and over-50s with programs such as Walking Cricket and female-focused pathways.

Failure to proceed with this project would risk:

- Missed opportunities for current state/federal funding that would make this upgrade possible.
- Continued strain on the Centre's limited hire space and user dissatisfaction.
- Inability to support growth in local grassroots sport, particularly for women and girls.
- Facility would be unable to accommodate community needs and resulting in cancellation or relocation of programs from our region.

This project is therefore not just timely — it is essential for maintaining and growing the value of the Coromandel Community Centre as a central, inclusive, and sustainable hub for Coromandel Valley and the surrounding community.

## 2. Business Case Team

*This section describes the roles of the team members who developed the business case. It is important that participants and their roles are clearly defined for the business case as well as throughout the life of the project.*

The following individuals comprise the business case analysis team responsible for creation of the Project business case.

Their involvement reflects the collaborative nature of the project, ensuring representation from the Coromandel Community Centre, the Coromandel Valley Ramblers Cricket Club, and key community stakeholders.

Name	Position	Business Case Role
Jarryd Simister	President, Coromandel Valley Ramblers Cricket Club	Project lead; funding coordination; community sport liaison
Peter Mew	Chair, Coromandel Community Centre Board	Oversight; community centre strategy; hirer consultation
Sheridan Manning	Secretary/Administrator, CCC	Operational input; current program coordination
Yet to be determined	Architect or Facility Planner (TBC)	Facility design and cost estimation (Stage 2 onwards)
Tasha Mekisic	Community Representative / Volunteer	Local engagement and hirer liaison
Matthew Smith	Grant Writer / Consultant (if applicable)	Support with funding applications and strategic alignment

### 3. Opportunity/Issue Definition

#### 3.1. Opportunity/Issue Statement

*Use this section to describe the opportunity or issue that this project proposal addresses. Please add additional evidence such as photos to assist to describe the current situation.*

The Coromandel Community Centre is a valued community asset that currently lacks the space and facilities to meet increasing demand for hireable, inclusive, and flexible activity areas. The existing building is at capacity, limiting the ability to accommodate growing community interest in organised programs, casual bookings, and private events.

Additionally, the lack of compliant change rooms, accessible toilets and reverts the Centre from fully supporting inclusive sport and active recreation, especially for women, children, and older adults.

Without an upgrade, the Centre risks:

- Turning away potential hirers due to space limitations
- Underserving current user groups and limiting program growth
- Missing key funding opportunities for inclusive infrastructure
- Failing to support increasing interest in junior & female sport

This project directly addresses these limitations by providing additional hireable space and compliant amenities in a shared-use model that balances community, recreational, and sporting needs.

#### 3.2. Project Need/Demand

*This section provides an evidence base of the community need or demand and the factors that influencing the need or project opportunity.*

There is clear evidence of growing community demand for both hireable space and inclusive sport participation. The Coromandel Community Centre has experienced consistent usage pressures causing cancellations of bookings, with multiple groups seeking weeknight bookings, especially for dance, fitness, and social programs. In addition, local cricket participation is increasing, particularly among junior and female players, yet the current lack of change rooms at Weymouth Oval prevents equitable access.

The Coromandel Valley Ramblers Cricket Club with support of strong recruitment strategies has realised a 64% increase in junior participant numbers over the last 4 years, with a 33% increase last year alone.

Projections on the table below use a 3-4% increase on participations numbers for the Cricket Club over the estimate period.

Conversations with a multiple Australian Rules Football clubs in the area have indicated a need for additional oval space & supporting facilities for women and junior girls sport. Growth continues to place strain of current facilities with no new ovals brought online in the area in decades.

Participation (current/projected)

CRICKET CLUB ONLY Membership/User e.g.	Description	Current	Projected (estimate)					
		2025	2026	2027	2028	2029	2030	2031
Junior (Boys)		115	120	125	129	135	140	146
Junior (Girls)		13	15	17	20	25	30	35
Seniors (Male)		60	63	67	71	74	70	80
Seniors (Female)		0	0	11	14	17	20	22
Community Use	Records not provided at time of writing for Community Centre Demographics							
Active Volunteers eg Coaches, trainers, officials, Management Committee		35	37	39	41	44	47	50



### 3.3. Influencing factors

*Use this section to describe the factors that are influencing the project need or opportunity e.g. asset condition, membership growth, site limitations, climate change etc.*

Influencing factor	Discussion
Space limitations at the Community Centre	Current facility is now at or near capacity, particularly during peak usage times. A lack of expanded parking also restricts CCC growth. Growing demand cannot be met without expansion.
Growth in junior and female sport participation	<p>Cricket participation has surged, with particular growth among under-10s, under-12s, and junior girls. The absence of facilities for women and girls limits future growth.</p> <p>The club is dedicating significant resources to support growth in junior girls and women's sport in line with the State Government and SACA goals</p>
Inclusivity expectations	Community and funding bodies increasingly expect facilities to be gender-inclusive, accessible, and multipurpose — the current building falls short.
Environmental and site constraints	Any expansion must avoid impacting protected trees and stormwater paths. This may guide whether a second story or lateral expansion is preferred.
Lack of other local facility options	There are no nearby alternatives offering both community hire space and sport-supportive infrastructure in one shared-use model.
Funding availability	A strong window currently exists to secure state and federal grant support for inclusive infrastructure and women's sport. These are time-sensitive opportunities.

## 4. Project Overview

*This section describes high-level information about the project to include a description, goals and objectives, performance criteria, assumptions, constraints, and milestones. This section consolidates all project-specific information into one chapter and allows for an easy understanding of the project.*

### 4.1. Project Description

*Use this section to describe what the project is and why it is needed.*

The Coromandel Community Centre proposes to expand its existing facility at Weymouth Oval to better serve the growing needs of local residents, user groups, and community organisations. The expansion will provide:

- Additional flexible, multi-purpose rooms suitable for hire
- Additional Parking space to accommodate an already overburdened facility and future growth
- Accessible amenities, including DDA-compliant toilets
- Basic but compliant change rooms for organised sport use
- Improved storage and event areas to support both community and sporting functions

The overarching goals of the project are to **increase the availability and quality of hireable space** for community programs, workshops, and private events, which are currently restricted by space limitations, and to provide essential infrastructure to support the return and growth of grassroots sport — particularly for women and juniors — in a way that complements community use rather than competes with it.

The proposed development will either:

- Extend the footprint of the existing facility (subject to environmental and spatial feasibility) – (preferred), or
- Construct a second storey to reduce ground-level impact on surrounding parkland and mature trees.

The final design will be shaped in consultation with users, the community centre board, council staff, and environmental specialists.

Concept block plans have been created by the Coromandel Valley Ramblers in consultation with the Community Centre Board. Formal plans are yet to be created consonant of the fact the City of Onkaparinga required further information prior to supporting the project.

The Coromandel Ramblers are willing to fund the engagement of a architect to undertake preliminary formalised concepts. It should be noted that these block plans require proper architectural design concept with site measure and dimensions to determine suitability.

Annexure A to this document (Project Concept) includes indicative block plans prepared.

### 4.2. Key Project Stakeholders

*List any key internal and external stakeholders who are affected by or could support the project. Indicate who you have consulted with e.g. Funding bodies, State Sporting Organisations, members, other users or groups and what has been discussed and agreed to.*

Stakeholder	Date Consultation undertaken and outcome
Office for Recreation, Sport and Racing	Initial inquiry confirms eligibility for infrastructure and female participation grants
City of Onkaparinga staff	Preliminary discussions indicate support for community-led proposal on council land, subject to business case and site constraints.
State Sporting Association (SACA / Cricket Australia)	Acknowledged need for compliant change facilities to support inclusive cricket (To be confirmed).
Coromandel Community Centre Board	Supportive of shared-use model to increase community use and hire opportunities (Ongoing consultation).
Coromandel Valley Ramblers Cricket Club	Committed to co-investment and supporting inclusive sport delivery (Confirmed).
Local community groups and hirers	Interest expressed in expanded weeknight access, more flexible hire options, and better amenities (Verbal feedback during hire coordination).
Local Football Club	Requiring further football compliant facilities to support an ever expanding female football program

### 4.3. Goals and Objectives

*Use this section to list the organisation's goals and objectives how the project will support them.*

This section outlines how the proposed facility upgrade supports the long-term goals of the Coromandel Community Centre and its partners.

Business Goal/Objective	Description
Expand community capacity	Increase the number of community programs, hirers, and events accommodated at the centre by adding flexible, hireable spaces.
Improve accessibility and inclusion	Provide DDA-compliant facilities and gender-inclusive change rooms to support a diverse user base including women, older adults, and people with disabilities.
Enhance financial sustainability	Generate increased income through room hire and diversified programming, reducing reliance on council support or ad hoc fundraising.
Support inclusive grassroots sport	Enable equitable participation in community cricket by providing minimum compliant facilities for junior and female teams, without compromising community use.
Strengthen collaboration and shared governance	Foster stronger partnerships between the Community Centre Board, local sporting groups, and other stakeholders through shared planning and facility use.

Business Goal/Objective	Description
Expand community capacity	Increase the number of community programs, hirers, and events accommodated at the centre by adding flexible, hireable spaces.



#### 4.4. Project Performance

*Use this section to describe the measures that will be used to measure the project's success as they relate to the organisation's goals and objectives.*

Business Goal/Objective	How will success be specifically measured
Expand community capacity	30% increase in regular hirers within 12 months of completion; ability to accommodate concurrent programs.
Improve accessibility and inclusion	Facility meets DDA standards; usage by diverse community groups (e.g. women's programs, disability groups).
Enhance financial sustainability	50% increase in hire income within 2 years; reduced booking turnaways.
Support inclusive grassroots sport	40-50 net use of the oval for new junior and/or female teams using the oval
Strengthen collaboration	Clear usage agreements between stakeholders; representation of sport on CCC Board..

#### 4.5. Project Assumptions

*Use this section to identify any assumptions for the proposed project and what considerations/action have been taken to address these.*

Assumptions	Considerations/actions undertaken
Funding is available	Grant programs at state and federal level have been identified and targeted for application; club funds of up to \$100,000 are committed.
Council will support the project	Initial engagement with Onkaparinga staff has indicated in-principle support, pending formal review of the business case.
Community will support the project	Ongoing interest from existing hirers and strong demand for more hireable space demonstrates community support.
There are no suitable alternative sites	No other local facilities provide both shared community space and the potential for sport infrastructure on one site.
Our organisation has or will achieve the necessary required funding	Club has strong financial reserves; professional grant applications will be prepared to leverage co-investment.
The project is feasible and viable	Environmental, spatial and usage considerations are being assessed; two design pathways (extension or second story) are being explored.
Other	Governance and facility use can be managed collaboratively under current CCC structure, with potential for minor adjustments.

#### 4.6. Project Constraints

*Use this section to detail any potential constraints for the proposed project.*

Constraint	Discussion
Site limitations	Significant trees and stormwater paths may limit horizontal expansion; a second story may be more viable. Parking quantity limited

Constraint	Discussion
Shared site use	Any works must maintain safe access to the existing playground, pergola, and surrounding parkland.
No current council funding	The City of Onkaparinga is not expected to provide direct capital funding due to budget constraints.
Construction disruption	Works may need to be staged or scheduled outside of peak community use periods.
Lease or management structure	Any expansion will require clear governance agreements, especially around access, maintenance, and long-term management responsibilities.

## 4.7. Major Project Milestones

*Use this section to list the major project milestones and your targeted completion dates, noting this may change.*

Milestones/Deliverables	Target Date*
Milestones / Deliverables	Target Date
Project need identified by CCC and CVRCC	Complete
Preliminary stakeholder discussions held	Complete
Business case developed and submitted to council	Q3 2025
Council administrative review and in-principle support	Q4 2025
Concept design and costing completed	Q1–Q2 2026
Grant applications submitted (State/Federal, multiple rounds)	Q2 2026 – Q3 2027
Funding confirmed	By Q4 2027
Detailed design and approvals finalised	Q1 2028
Construction commences	Q2 2028
Construction completed	Q4 2028

#### 4.8. Project funding model and total project cost

*Funding is an important aspect of any project. Use this section to detail how you are planning to fund the proposal and what the total project cost is. Please include any cost estimate details (quotes etc).*

We are aware funding is a critical component of any project. This section outlines the intended funding approach and provides an indication of the total project cost based on current information. As the project progresses, cost estimates will be refined through detailed design work, scope definition, and site investigations.

At this early stage, the total project cost remains somewhat uncertain due to site-specific factors and the evolving scope of works. Preliminary assessments suggest that the overall cost is likely to fall within the range of **\$2.5 million to \$3 million**. This estimate will be reviewed and updated as more accurate information becomes available through consultation with contractors, suppliers, and relevant stakeholders.

The proposed funding model may include a combination of **grant funding, local government contributions, community fundraising, and potential sponsorship or partnership opportunities**. Further exploration of these funding avenues will form part of the next phase of project planning to ensure a sustainable and achievable financial strategy.

The Coromandel Valley Ramblers Cricket Club is the only confirmed funding source at this time.

Description	Source	Amount
Organisation contribution	Coromandel Valley Ramblers Cricket Club	\$100,000 - \$150,000
State/Federal funding		
Council contribution		
Fundraising		
Sponsorship		
In-kind		
other		
<b>Project Total Cost</b>	TBC	\$2.5-\$3M

#### 4.9. Project feasibility

*Use this section to describe what financial impact the project will have on the organisation initially and what financial impact this is anticipated to have on the organisation's ongoing viability.*

The proposed expansion is financially feasible and strategically designed to enhance the long-term viability of the Coromandel Community Centre. The project leverages a combination of club funds, external grant funding, and in-kind community contributions to minimise risk and ensure cost-effectiveness. The Coromandel Community Centre will also assist the Coromandel Valley Ramblers Cricket Club in pursuing other funding grants to complete the project as necessary.

##### Initial Financial Impact

The Coromandel Valley Ramblers Cricket Club has committed \$100,000 - \$150,000 toward the capital cost and will support further fundraising efforts. The project does not require direct capital funding from council, but it will benefit from council's in-kind support and potential planning guidance.

External funding will be sought across a two-year window (2026–2027), maximising eligibility for state and federal programs. This staged approach allows sufficient time for grant submissions, refinements, and community co-investment.

##### Ongoing Operational Impact

Upon completion, the new space will be integrated into the Community Centre's hire and operational model. Increased hireable space is expected to drive revenue growth through:

- Additional weekly programs (e.g. dance, wellness, education)
- Private event bookings
- Sport-related use outside of peak community times

The inclusion of modern, accessible facilities will expand the user base, supporting both community and casual hirers. The shared-use model, with defined access for sporting groups, ensures operational balance and financial contribution from all parties.

Maintenance and utility costs are expected to increase modestly, but this will be offset by increased hire income and volunteer contributions.

A sinking fund or asset renewal reserve may be introduced to ensure future maintenance needs are sustainably met.

A Statement of Cash Flows for the Coromandel Valley Ramblers Cricket Club is attached to this document as Annexure B

*In addition, develop and attach a minimum 5 year financial forecast (income/expenditure) to provide evidence the project will be feasible once delivered. For leased sites, expenditure must include council lease and other associated fees and charges and any sinking fund requirements. Add notes to justify any significant changes in income or expenditure anticipated.*

[Budget Financial Forecast template](#)



## 5. Risk Management

### 5.1. Risk Assessment

*Risks represent events or conditions that can increase costs, extend the time frame of the project, or otherwise prevent the project from occurring. Risks can include delays, approval, processes, budget overruns, lack of support or demand, and more. For each potential risk, indicate the probability of the risk occurring, the anticipated impact and how the risk may be mitigated.*

<b>Risk Description</b>	<b>Probability</b>	<b>Impact</b>	<b>Mitigation Strategies</b>
Project not proceeding	Medium	High	Strong business case developed; clear stakeholder benefits outlined; multiple funding streams targeted to improve deliverability.
Budget shortfalls or funding gaps	Medium	High	Club funds committed; staged grant strategy in place; co-funding model spreads risk; conservative cost estimates will include contingency.
Grant applications unsuccessful	Medium	High	Multiple grant rounds targeted; proposals aligned with state and federal priorities (e.g. female participation, community resilience); professional grant support may be engaged.
Environmental or site constraints limit design options	Medium	Medium	Preliminary site investigations underway; both footprint extension and second-story options remain viable; consultation with council and environmental planners planned.
Community support or uptake is lower than expected	Low	Medium	Demonstrated demand already exists; ongoing engagement with hirers and community groups will shape design; increased functionality expected to boost appeal. Additional sporting clubs identified for shared use.
Council support is not formalised	Low	High	Project aligns with council's Community Vision 2034; initial conversations positive; proposal structured to avoid direct council funding.
Construction delays or cost overruns	Medium	Medium	Conservative project timeline established; buffer in estimated costs; professional project management and quantity surveying to be used.
Operational complexity of shared-use model	Low	Medium	Clear governance and booking protocols will be developed collaboratively; consideration given to sporting representation on the CCC board.
Project cost increases	Medium	High	Detailed designs and costings prepared with sufficient buffer in estimates to cater for building industry cost increases

## 6. Strategic Alignment

*All projects should align with your organisation's strategic plan in order to add value and maintain executive and organisational support. This section provides an overview of your strategic plan and how it relates to the project.*

The project aligns with the following Strategic Plans.

The proposed expansion of the Coromandel Community Centre aligns strongly with several strategic frameworks at the local, state, and national level. It supports priorities across community wellbeing, infrastructure equity, female participation, and sustainable facility use.

The project aligns with the following Strategic Plans.

Plan	Goals / Actions	Relationship to Project
Coromandel Community Centre Strategic Priorities	Expand availability of community space; increase inclusivity and accessibility; enhance financial sustainability	The project increases hireable space, improves DDA-compliance, and diversifies revenue streams through shared use.
State Sporting Organisation Strategic Plan (e.g. SACA, Cricket Australia)	Support growth in women's and junior cricket; improve access to safe, inclusive facilities	The project provides compliant change rooms and supports new participation opportunities at a local level.
City of Onkaparinga – Community Vision 2034	Promote connected, inclusive communities; increase use of shared community assets	The project enhances a council-owned facility to better meet community and sporting needs in a shared-use model.
Sport and Active Recreation Action Plan (Onkaparinga)	Address gaps in infrastructure for female and junior participation; ensure facilities are inclusive and multi-use	Delivers infrastructure that supports equitable sport access and can be used year-round for broader community benefit.
ORSR Strategic Plan – Game On: Getting South Australia Moving	Increase participation across all demographics; prioritise infrastructure that supports inclusion	The project is eligible for ORSR infrastructure grants; it supports inclusive participation, particularly for women and girls.
Australian Sports Commission – Sport 2030	Deliver inclusive, safe, and accessible sport experiences; improve physical and mental health through active communities	By enabling more community sport, particularly for underrepresented groups, the project contributes directly to these national goals.

### 6.1. Project Support

*Use this section to provide a list and evidence of stakeholder support – head leaseholder Board, or Management Committee support for project required (minutes etc) and letters of support from current, potential users groups (schools etc), clubs, State Sporting Organisation (attach to business case)*

This project is led by the Coromandel Valley Ramblers Cricket Club, with co-support from the Coromandel Community Centre Board of Management.

### 6.2. Project impact on your organisation's governance and facility management

*Use this section to:*

Describe your organisation's current governance and facility management structures

### **Current Governance**

The Coromandel Community Centre is governed by a Board of Management responsible for Governance, financial management, policies, procedures and strategic planning, while overseeing the operations and administration of the facility. The centre staff manages all hire agreements and community bookings. The Centre is responsible for the administration of the day-to-day operations, including staffing, programming, and maintenance.

- Describe proposed changes to your organisations' governance and facility management structures should the project be delivered.

### **Proposed Governance Adjustments (Post-Project)**

Upon project completion, the expanded facility will remain under the Centre's governance, with a **shared-use model** introduced. This will include:

- Clear time allocations for sporting use, particularly in the evenings and on weekends
- Continuation of community priority for hire and weekday programming
- Potential for sport club representation on the Community Centre Board or subcommittee to support collaboration and operational balance
- Revised hire policies (if required) to reflect new facilities and encourage diverse use
- This governance structure maintains community-first principles while ensuring that all users contribute to a sustainable and inclusive operating model.

## 7. Benefit Analysis

*Use this section to describe the anticipated benefits of the project and to consider these benefits against the risks (Section 5) to assist in determining the feasibility of the project.*

The proposed facility upgrade is expected to generate wide-ranging benefits across the Coromandel Valley and broader Onkaparinga region. These benefits directly address community, council, and funding body priorities.

Benefit	Description
<b>Economic</b>	<ul style="list-style-type: none"><li>- Increased hire revenue from community use and private events</li><li>- Potential to attract new programs, workshops, and tenants</li><li>- Long-term financial sustainability through diversified income streams</li><li>- Reduces dependence on council support for asset maintenance</li></ul>
<b>Social</b>	<ul style="list-style-type: none"><li>- Expanded capacity for community programming, benefiting all age groups and demographics</li><li>- Strengthens social connection and local identity by creating a more accessible, inclusive meeting place</li><li>- Enables participation in grassroots sport, particularly for women, girls, and juniors</li><li>- Supports healthy ageing and wellbeing through fitness, recreational and social programs</li></ul>
<b>Environmental</b>	<ul style="list-style-type: none"><li>- Opportunity to incorporate sustainable building practices (e.g. energy-efficient design, water management)</li><li>- Minimises environmental impact by using existing building footprint or second-story option rather than new greenfield development</li><li>- Retains and respects existing trees and natural site features</li></ul>
<b>Operational</b>	<ul style="list-style-type: none"><li>- More efficient facility layout and shared-use design improves scheduling and functionality</li><li>- Encourages collaboration between sport and community groups under one governance model</li><li>- Reduces duplication of facilities by supporting multi-use spaces</li></ul>

The combination of these benefits positions the project as a **high-impact, low-risk investment** in the long-term resilience and wellbeing of the local community.



## 8. Alternatives Analysis

*A brief summary of project alternatives should also be included, which could be the status quo, or doing nothing. The reasons for not selecting the alternatives should also be included.*

The following alternative options have been considered to address the issue. These alternatives were not selected for a number of reasons which are explained below.

### **Alternative 1: No Project (Status Quo)**

#### **Reasons for Not Selecting Alternative**

- Does not address space shortages for community hirers, leading to unmet demand and lost programming opportunities
  - Continued lack of compliant facilities excludes women, girls, and people with accessibility needs from participating in local sport
  - Centre risks stagnation, limiting its ability to evolve with the needs of the community
  - Misses opportunity to leverage significant state and federal infrastructure funding currently available
- 

### **Alternative 2: Standalone Sporting Facility (Separate from Community Centre)**

#### **Reasons for Not Selecting Alternative**

- Costlier and more complex to deliver and maintain, requiring duplicate infrastructure (toilets, storage, utilities, etc.)
  - Misses opportunity to create shared benefits and community integration between sport and other user groups
  - Would likely reduce community access to shared space and undermine centre-first governance model
  - Environmental constraints on-site limit availability of open land for a new standalone structure
- 

### **Alternative 3: Minor Refurbishment of Existing Facility Without Expansion**

#### **Reasons for Not Selecting Alternative**

- Fails to increase capacity — space limitations remain
  - Does not create new hireable rooms or fully address DDA compliance or sport infrastructure needs
  - Represents a short-term patch rather than a future-ready, strategic solution
  - Offers limited return on investment compared to full shared-use expansion
- 

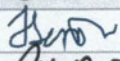
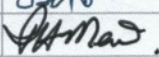
The **preferred option** — a shared-use expansion of the Coromandel Community Centre — is the only alternative that:

- Addresses the full scope of community need
- Attracts external investment
- Enhances long-term operational sustainability
- Aligns with strategic priorities of council and funding bodies
- Provides accessible female-friendly change space for community sport

## 9. Approvals

*The business case is a document which requires support of your organisation's Board of Management in order to move forward.*

By an Executive member of your Board signing you approve the proposed project outlined in this business case.

Approver Name	Title	Signature	Date
JARRYD SIMISTER	PRESIDENT		24/10/2025
PETER MEW	CHAIR - CCC		24/10/2025

## 10. Submission

Please submit this Business Case and supporting documents to **Attention: Sport Development Team** email: [mail@onkaparinga.sa.gov.au](mailto:mail@onkaparinga.sa.gov.au) For any enquiries ph 8384 0666 and request to speak to a member of the Sport Development Team.





# **COROMANDEL COMMUNITY CENTRE PROJECT CONCEPT**

**PREPARED BY COROMANDEL VALLEY  
RAMBLERS CRICKET CLUB**

# **COROMANDEL RAMBLERS CCC UPGRADE**

## **COMMITMENT**

OUR COMMITMENT TO THIS PROJECT GOES BEYOND MERE EXECUTION; IT'S ABOUT BRINGING A SHARED VISION TO LIFE, ENSURING THAT EVERY DECISION AND ACTION TAKEN SERVES THE GREATER GOAL OF ENHANCING THE COROMANDEL COMMUNITY CENTRE FOR THE WHOLE COMMUNITY

## **GOAL**

"OUR GOAL IS TO IMPROVE THE FACILITY, ACTIVATING ADDITIONAL SPACES FOR COMMUNITY ACTIVITY WHILE PRESERVING THE CHARM OF OUR BELOVED LOCAL SPACE"



# GUIDING PRINCIPLES CCC UPGRADE

## CCC REQUIREMENTS

- NO LOSS OF EXISTING FACILITY
- PLAYGROUND FOR HIRE EVENTS
- MAIN ROOM LINKED TO PERGOLA
- FOOD / BEVERAGE PREPARATION
- ADDITIONAL HIRE SPACES

## CVRCC REQUIREMENTS

- MULTI -SEX CHANGE FACILITY
- MULTIPURPOSE SPACE
- FOOD / BEVERAGE PREPARATION
- OVAL VIEWING AREA

## OTHER CONSIDERATIONS

- SPORTING BODY GUIDELINES FOR FACILITY SIZES
- FLOW BETWEEN EXISTING SPACES
- ENHANCE LINKAGE BETWEEN FACILITY AND OVAL
- INTEGRATION OF PREVIOUSLY PLANNED UPGRADES (ADMIN / ENTRY)
- USEABILITY OF CHANGE FACILITY DURING OFF PEAK SPORT TIMES
- LIMITATIONS OF BUILDING AROUND EXISTING SERVICES
- WORKING TO THE NATIONAL CONSTRUCTION CODE, ACCESSIBILITY, TOILETS

# ARCHITECT COMMENTS

## CCC UPGRADE

NIELSEN ARCHITECTS

THE BUILDING ITSELF DOESN'T LEND ITSELF TO A ROOF-OFF, FIRST FLOOR EXTENSION GIVEN ITS SHAPE, BRICK-VENEER CONSTRUCTION AND ELEVATION OFF THE GROUND.

SUGGESTION WOULD BE A CUT/ SHUT OF THE EXISTING, WITH A GROUND-LEVEL EXTENSION AS REQUIRED, CONNECTING TO EXISTING BUILDING

REQUIRE CONCEPT DESIGN/ IMAGES FOR GRANT APPLICATIONS

### **OPTION 1**

BASIC MODEL OF THE EXISTING BUILDING, BASED ON THE PLANS PROVIDED

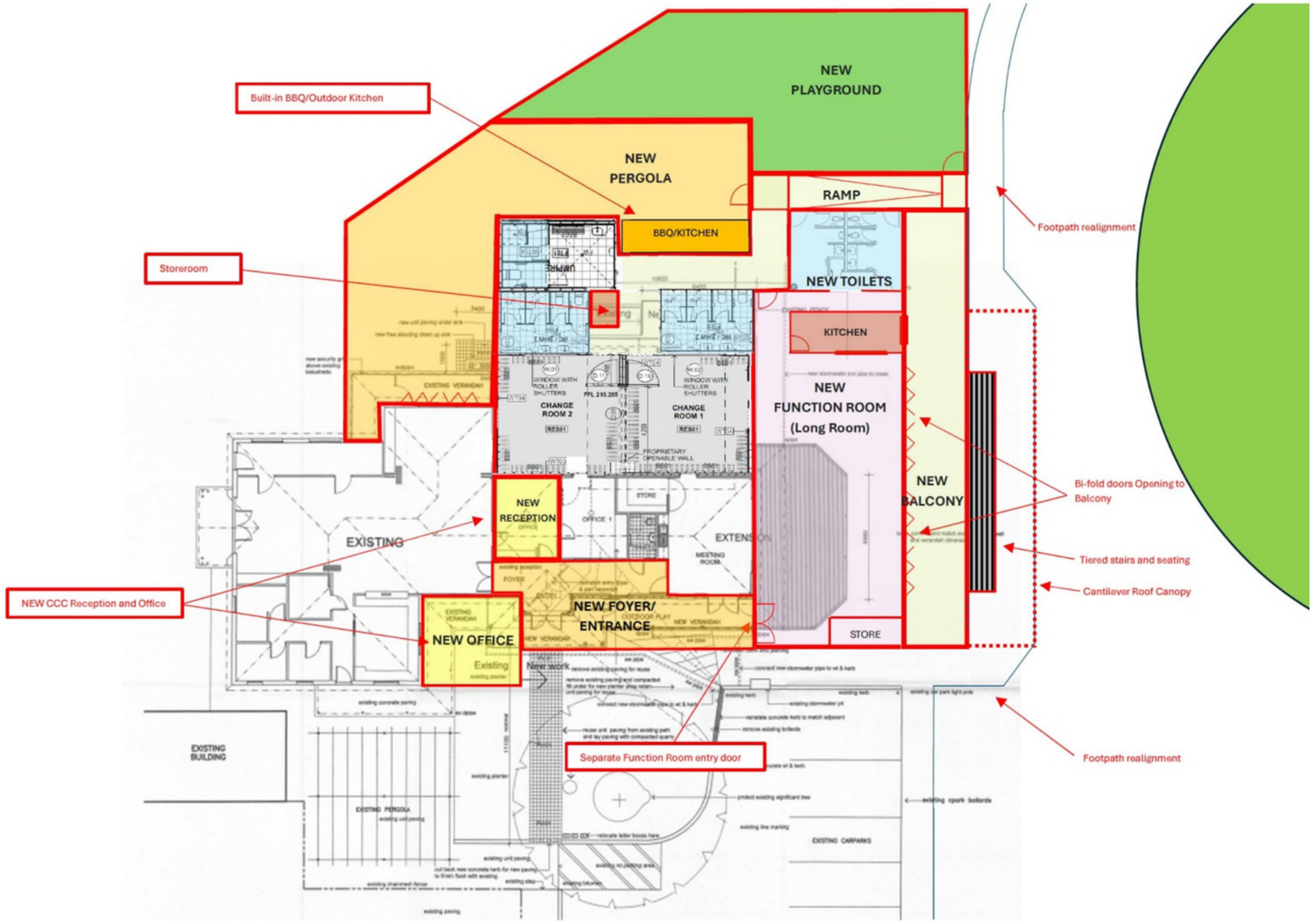
PRODUCE A SIMPLE BUILDING LAYOUT

IE ZONES FOR BATHROOM/ KITCHEN/ DINING/ BAR/ ALFRESCO ETC

BASIC 3D VIEWS

ESTIMATED COST = \$6,000 EX GST





# VISION BOARD CCC UPGRADE



MULTIPURPOSE SPACE WITH OPERABLE DOORS / WINDOWS



INDOOR / OUTDOOR TRANSITION



CHANGE FACILITY WITH OPERABLE WALL



BALCONY OVERLOOKING OVAL



# Statement of Cash Flows

## Coromandel Valley Ramblers Cricket Club For the year ended 30 April 2026

	2026	2025	2024	2023	2022
<b>Operating Activities</b>					
Receipts from customers	24,313.16	99,590.96	91,499.83	93,153.77	-
Payments to suppliers and employees	(17,641.68)	(82,647.58)	(67,471.02)	(60,599.09)	-
Cash receipts from other operating activities	254,101.22	65,070.97	2,378.87	2,214.33	-
<b>Net Cash Flows from Operating Activities</b>	<b>260,772.70</b>	<b>82,014.35</b>	<b>26,407.68</b>	<b>34,769.01</b>	<b>-</b>
<b>Investing Activities</b>					
Other cash items from investing activities	40,000.00	(39,270.33)	(4,011.26)	(2,393.82)	(4,406.22)
<b>Net Cash Flows from Investing Activities</b>	<b>40,000.00</b>	<b>(39,270.33)</b>	<b>(4,011.26)</b>	<b>(2,393.82)</b>	<b>(4,406.22)</b>
<b>Financing Activities</b>					
Other cash items from financing activities	(1,698.45)	940.37	758.08	-	527,869.06
<b>Net Cash Flows from Financing Activities</b>	<b>(1,698.45)</b>	<b>940.37</b>	<b>758.08</b>	<b>-</b>	<b>527,869.06</b>
<b>Net Cash Flows</b>	<b>299,074.25</b>	<b>43,684.39</b>	<b>23,154.50</b>	<b>32,375.19</b>	<b>523,462.84</b>
<b>Cash and Cash Equivalents</b>					
Cash and cash equivalents at beginning of period	622,676.92	578,992.53	555,838.03	523,462.84	-
Net change in cash for period	299,074.25	43,684.39	23,154.50	32,375.19	523,462.84
Cash and cash equivalents at end of period	921,751.17	622,676.92	578,992.53	555,838.03	523,462.84



To whom it may concern,

I write in support of the Coromandel Valley Ramblers Cricket Club's proposal to redevelop the Coromandel Community Centre as a shared used community and sporting facility.

The Coromandel Valley Ramblers committee suggests redevelopment of the Coromandel Community Centre, including a potential ground-level extension, will deliver a people-oriented space that appropriately serves its tenants and activates the community.

The existing facilities are dated, and do not appropriately cater for local women's sporting teams – with opportunities to utilise the venue for multiple purposes also restricted due to its existing and inflexible configuration.

I believe the enclosed proposal is sympathetic to the Coromandel Community Centre's neighbours, regular users, and key stakeholders – while promising a facility that better meets the needs and expectations of my growing community.

For these reasons, I would appreciate your consideration of a Coromandel Community Centre upgrade as envisioned by the Coromandel Valley Ramblers.

Should you require any further information on this proposal, please do not hesitate to contact my office at [davenport@parliament.sa.gov.au](mailto:davenport@parliament.sa.gov.au).

Yours sincerely,

**Erin Thompson MP**  
**Member for Davenport**

10 November 2025

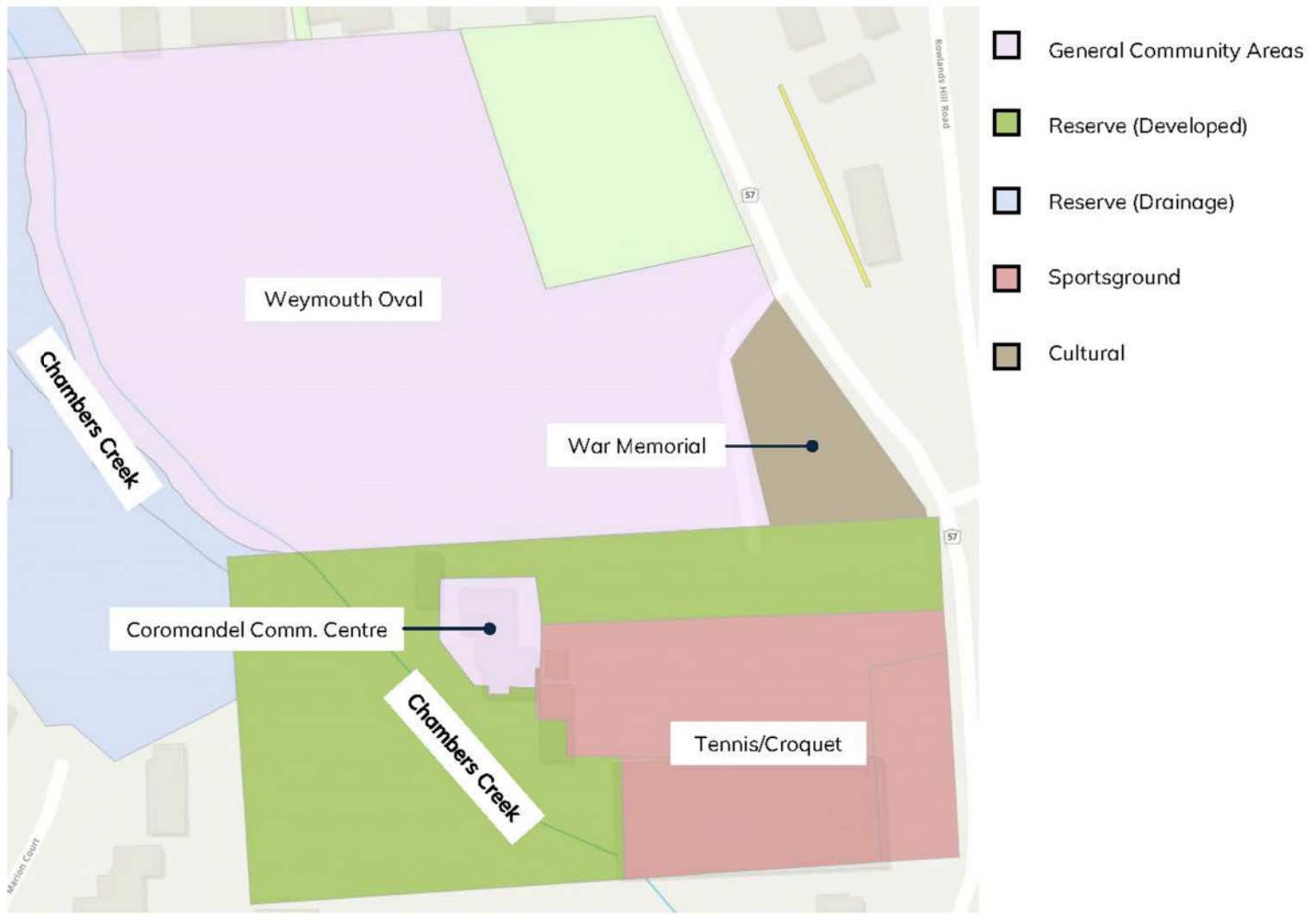
Ref: DAV300  
Encl.

Shop 11, The Hub Shopping Centre Taylors Road Aberfoyle Park 5159  
PO Box 1137 Flagstaff Hill SA 5159 | 8270 5122 | [davenport@parliament.sa.gov.au](mailto:davenport@parliament.sa.gov.au)

ErinThompsonMP erin\_thompson\_mp



Community Land Register



## 10.9 SELICKS BEACH BOLLARD INSTALLATION ENGAGEMENT FEEDBACK

### Report contact

Lisa Flaherty, Team Leader Infrastructure Assets

### Manager

Cameron King, Manager Assets and Technical Services (Acting)

### Director

Matt Buckell, Director Operations (Acting)

### Meeting

Council

### Date

17 March 2026

### 1. Purpose

A Notice of Motion was presented to the 14 October 2025 Council meeting, noting the potential risks associated with vehicles driving within the no vehicle zone at the southern end of Sellicks Beach. The motion requested that staff undertake community consultation on the potential installation of permanent bollards aligned with the existing no vehicle sign and that a subsequent report be presented to the March 2026 Council meeting.

This report presents the outcomes of the community engagement and design and cost estimates for bollard installation.

### 2. Recommendations

**That Council:**

1. **Notes the Community Engagement Feedback Report provided in Attachment 1 to the agenda report for proposed installation of permanent bollards at the southern end of Sellicks Beach.**
2. **Approves installation of bollards in accordance with the design provided in Attachment 2 to the agenda report, at an estimated cost of \$26,000, funded through Coastal Urgent and General and constructed in the 2025-26 Financial Year.**

### 3. Executive summary

At the 14 October 2025 Council meeting, a deputation was presented raising concerns about vehicles continuing to enter the prohibited vehicle area at the southern end of Sellicks Beach. The concerns related to the level of driver compliance within the existing no vehicle zone, as well as the associated safety and environmental impacts.

A Notice of Motion (NoM) was presented to the same meeting, which noted the potential dangers caused by vehicles driving along the beach in designated no vehicle zones. In considering the NoM Council resolved that community consultation on a proposal to install permanent bollards on Sellicks Beach, aligned with the current 'no vehicle' sign would be undertaken with engagement outcomes and estimated costs to be presented at the March 2026 Council meeting.

The intent of the bollards is to prevent vehicles from entering restricted areas, maintain car free beach areas to support safe, uninterrupted pedestrian access, improve safety for beachgoers and protect the coastal environment.

Community engagement on bollard installation at the southern end of Sellicks Beach, to reinforce the existing no vehicle zone, was undertaken between 1 December 2025 and 1 February 2026. Engaging over the peak summer period was effective in ensuring broad participation. Consultation activities included online engagement through Council's [Your Say Onkaparinga site](#), on site signage and direct communication with residents and beach users.



The consultation aimed to provide clear information about the proposal, its purpose and how feedback would inform Council's decision making. Attachment 1 presents the Engagement Feedback Report.

During the engagement period, 196 contributions were received across all channels with 75 percent supporting the proposed bollard installation, 4 percent supporting the proposal but raising concerns, and 21 percent not supporting the proposal.

Based on the engagement results it is recommended that bollards are installed on the southern end of Sellicks Beach to reinforce the existing no vehicle zone, as per the design provided in Attachment 2.

The works are estimated to cost \$26,000 and are recommended to be funded through the Coastal Urgent and General budget line, with works to commence in the 2025-26 financial year, pending contractor and material availability and favourable weather conditions.

#### 4. Background

Policy and/or relevant legislation	<p><b>Foreshore By-law</b> - Regulates vehicle access, public safety, and permitted activities along the foreshore.</p> <p><b>Community Engagement Policy</b> - ensures engagement processes meet Council's standards and legislative obligations.</p> <p><b>Coast Protection Act 1972 (SA)</b> - Governs coastal development and works affecting the coastal zone.</p> <p><b>Local Government Act 1999 (SA)</b> - Provides Council's authority to manage local roads, beaches, public places, and undertake community consultation.</p>
Who did we talk to/who will we be talking to	A broad cross section of stakeholders were consulted, including Sellicks Beach and Aldinga Beach residents, businesses, local community groups, environmental organisations, and interested stakeholders, including Green Adelaide and BirdLife Australia

#### 5. Discussion

At the 14 October 2025 Council meeting, a deputation was presented raising concerns about vehicles continuing to enter the prohibited vehicle area at the southern end of Sellicks Beach, south of the coastal access stairs near Dunedin Avenue. The concerns regarded the level of driver compliance within the existing no vehicle zone, as well as the associated safety and environmental impacts.

In response, the following NoM was resolved at the same meeting;

1. Council notes the potential dangers to the public, wildlife and the environment caused by vehicles driving along the beach in designated 'no vehicle' zones.
2. Council undertakes community consultation relating to a proposal to install permanent bollards on Sellicks Beach, aligned with the current 'no vehicle' sign, to prevent vehicles driving south beyond this point.
3. Council receives a report at the March 2026 Council meeting detailing:
  - a. The results of the Community Consultation
  - b. Estimated costs to install the permanent bollards.

## Sellicks Beach No Vehicle Zone

The existing no vehicle zone is located on the southern end of Sellicks Beach, south of the coastal access stairs near Dunedin Avenue. The prohibited zone is currently identified through a sign which states that “All Vehicles Prohibited South of this Point”.

City of Onkaparinga’s By-law Number 6: (Foreshore By-law 2016), regulates activities on coastal land under council’s care and control. The by-law regulates matters such as vehicle access, protection of dunes and vegetation, permitted activities, and general behaviour on the foreshore.

There has been a history of noncompliance with vehicles entering prohibited vehicle zones along our beaches. Over the past two years, Council has received approximately 21 complaints and issued 14 infringements (excluding the NoM that initiated this engagement process and preparation of this report) regarding compliance in the no vehicle zone at the southern end of Sellicks Beach.

## Community Engagement

The purpose of community engagement was to understand the level of community support for installing permanent bollards at the southern end of Sellicks Beach.

The engagement focused specifically on the proposed installation of permanent bollards aligned with the existing no vehicle zone. It did not revisit broader questions regarding vehicle access along other sections of the coastline or alternative management options previously considered by Council.

Attachment 1 provides a full summary of the Community Engagement outcomes, survey results and key themes emerging from the commentary of those supportive and non-supportive of the proposal.

### *Engagement Techniques and Timing*

Engagement was open from 1 December 2025 to 1 February 2026. Consultation activities were undertaken during the summer period to ensure broad participation from residents, beach users, and interested organisations.

During the engagement period, letters were sent directly to Sellicks Beach residents and businesses and flyers were distributed with beach passes. Relevant organisations and community groups were contacted directly and encouraged to promote the engagement, and on-site signage was visible for beach users directing them to the Onkaparinga Your Say engagement platform which was supported by social media promotion.

A single online feedback tool was provided, consisting of a five-question survey relating to the concept plan, along with five optional evaluation questions. Three supporting documents were available for download.

### *Engagement Outcomes*

While engagement was open, the project Your Say page received 797 visitors, with 62 percent being first-time users. Of these visitors, 44 percent accessed the page via a direct link, 29 percent via social media and the remainder through search engines and other websites.

Media interest was received from both radio and online outlets. Responses included a radio interview with Mayor Were on 1 December 2025 on ABC Radio Adelaide, and a media response provided to Yahoo News on 22 December 2025.

The City of Onkaparinga Facebook post, dated 1 December 2025 generated 123 comments and 10 shares, with additional discussion occurring on non official community Facebook pages.

A total of 196 contributions were received across all channels (noting that some contributors may have used multiple channels), as per the below breakdown:

- 193 online survey responses
- 1 direct email of support
- 1 written letter of support
- 1 email submission from Green Adelaide
- 4 paper surveys.

### *Survey Results*

Of the 193 survey responses received, the results were as follows:

- 144 (75 percent) responses in support of the proposal
- 7 responses (4 percent) supporting the proposal but raising concerns
- 1 response neither supporting nor opposing
- 41 responses (21 percent) not supporting the proposal.

Overall, the engagement results indicate substantial support or partial support for the installation of permanent bollards, both within the local community and more broadly.

### *Key Themes*

A summary of themes emerging from the commentary of both those supportive and non-supportive are as follows:

- Strong interest in safety on the beach.
- Protection of the coastal environment is a shared value.
- Disagreement about the effectiveness of signage versus physical barriers.
- Strong sensitivity to visual impact and character of the coastline.
- Concerns about emergency and rescue access.
- Views on vehicle access as part of local lifestyle and identity.
- Frustration with non-compliance and behaviour of a minority of drivers.
- Different expectations about council priorities and use of funds.
- Desire for stronger enforcement, monitoring and education.

Broader interest in long term management of beach access.

### *Department for Environment and Water – Green Adelaide feedback*

Green Adelaide expressed support for the proposed installation of permanent bollards at Sellicks Beach, noting the benefits for beach user safety and the protection of coastal environments and wildlife.

They commended council for its ongoing collaborative work with BirdLife Australia and Green Adelaide on beach nesting bird conservation. While acknowledging that the current consultation relates only to the existing no vehicle zone, Green Adelaide highlighted broader concerns about vehicle impacts on threatened species, particularly Hooded Plovers, and referenced national *Environment Protection and Biodiversity Conservation Act 1999* (EPBC) Conservation Advice outlining the need for stricter management of recreational vehicle access.

### **Bollard Design and Cost**

In line with the outcomes of the NoM, designs for the bollard installation (Attachment 2) have been prepared and the estimated cost for bollard installation is \$26,000.

The design includes the supply and installation of 29 timber bollards and a 3m wide gate, installed for maintenance and emergency access. The timber bollards are approximately 200–300 mm in diameter and each bollard would be installed to a depth of at least 1.5 m below the existing sand level, with approximately 1.5 m remaining above the sand at the time of installation.

The bollards are designed to be spaced at 1.5 m intervals, extending approximately 46 m from the existing sign, with the existing sign to remain in place. The final length of the barrier may be adjusted slightly, as it is difficult to determine the exact height, and length required while sand profiles are fluctuating.

Alternative materials, such as large rocks, were considered as a replacement for timber bollards but were deemed unsuitable due to tidal action and significant sand movement experienced. In locations such as Sellicks Beach and Aldinga Beach, strong wave energy and shifting sand would require rocks in the order of 2 to 4 tonnes to remain stable. Rocks of this size would disrupt natural coastal processes by causing sand to accumulate on one side of the rocks and erode on the other. In contrast, round timber bollards allow water and sand to move around them, reducing wave pressure against the post and maintaining the natural tidal and sediment movement of the beach.

The timber bollards are designed to be manufactured using Alkaline Copper Quaternary (ACQ) treated pine. ACQ is a water based preservative that provides protection against decay, fungal attack and insects. This treatment is suitable for in-ground, above-ground and freshwater applications, making it an appropriate and durable option for use in coastal environments.

The design also includes a three metre wide gate which can be accessed by emergency service vehicles as required. The gate will remain unlocked, similar to the gate at Aldinga Beach, however compliance will be monitored after installation.

### **Recommendation**

Based on the outcomes of community engagement, it is recommended that bollards be installed in accordance with the design provided in Attachment 2, at an estimated cost of \$26,000.

If endorsed, the installation will be funded through the Coastal Urgent and General budget and works would be scheduled to commence from May 2026, subject to contractor and material availability and suitable tidal and weather conditions. Works are scheduled for this time as sand levels are typically lower.

## **6. Financial implications**

The bollard installation is proposed to be delivered in the 2025-26 financial year within the existing Coastal Urgent and General budget (521050).



## Financial summary

Item	Capital	Operating	Comment
<b>Budget</b>			
Current budget allocation	Nil	Nil	While this project is not specifically allocated in the 2025-26 budget, an amount is set aside each year for Urgent & General Works in the Coastal Renewal category which has sufficient budget for these works.
Additional funding required	Nil	Nil	N/A
Funding source and amount	\$26,000	Nil	This project will utilise the remaining balance of budget allocation (\$26,075) for 521050 Coastal Urgent and General Capital Works.
Budget impact	Nil	Nil	Due to utilising existing budget for this project, the cost will not materially impact the 2025-26 budget.
<b>Long Term Financial Plan (LTFP)</b>			
In current LTFP?	Yes – The Coastal Urgent & General Capital Works budget is included in the LTFP		
LTFP category	Renewal – Coastal Management		
Timing in LTFP	2025-26FY		

## 7. Risk and opportunity management

<b>Risk</b>	
Identify	Mitigation
Concerns with emergency and rescue access	Design incorporates an access gate to maintain controlled emergency access. Operational procedures will be confirmed with relevant emergency services and the gate can remain unlocked and monitored for prohibited access, similar to operation of the gate at Aldinga Beach.
Some of the community, view beach driving as an important part of local culture and may perceive bollards as restricting long-standing recreational use	The proposal relates only to the existing no-vehicle zone and does not alter broader vehicle access arrangements. Ongoing communication will reinforce that the installation formalises an existing restriction rather than introducing new limitations.
Questions whether bollards represent an appropriate use of Council resources compared with other priorities.	The bollards provide safety, environmental, and compliance benefits. Installing permanent bollards will reduce the need for frequent Community Safety Ranger patrols to enforce the existing no-vehicle zone, resulting in operational efficiencies and allowing ranger resources to be redirected to higher-priority compliance activities.

Opportunity	
Identify	Maximising the opportunity
Community feedback highlighted wider concerns about vehicle access along the coastline, which extend beyond the scope of this project.	Council may consider these broader issues through future reviews or planning processes. This project remains focused on addressing a specific safety and compliance issue within the existing no-vehicle zone.
Use of alternative materials such as rocks in place of timber bollards	<p>Rocks are unsuitable in dynamic coastal environments where strong wave action and shifting sand occur, as detailed in the Discussion of this report. Rocks or large objects would interfere with natural sand movement, causing sand build-up on one side and erosion on the other. This can disrupt natural tidal processes and negatively impact the beach environment.</p> <p>Timber bollards are the preferred option as they allow water and sand to move around them, reducing pressure from wave impact and maintaining natural coastal processes. The selected bollard design uses durable, coastal-appropriate materials and installation depths that support long-term stability.</p>

#### 8. Timelines and deadlines

Bollard installation will commence late this financial year, subject to suitable tidal and weather conditions, contractor and material availability.

#### 9. Next steps

The bollard design will be completed and following this, bollard installation will commence.

#### 10. Attachments

Attachment 1 – Engagement Feedback Report, Proposed Bollards at Sellicks Beach (35 pages)

Attachment 2 – Sellicks Beach proposed beach bollards design (2 pages)

– END OF REPORT –

# COMMUNITY ENGAGEMENT FEEDBACK REPORT

## Proposed bollards at Sellicks Beach

February 2026



## Introduction

At the 14 October 2025 Council meeting, a deputation was presented by residents concerned about ongoing safety and environmental impacts within the no-vehicle zone south of the Sellicks Beach access ramp. Residents reported that vehicles continue to enter and drive through the prohibited area despite clear signage, posing risks to beachgoers, pets, and local wildlife.

Following this deputation, a Notice of Motion was lodged by Cr Paul Yeomans seeking Council approval to undertake community consultation on a proposal to install permanent bollards at Sellicks Beach, aligned with the current no-vehicle sign. The aim is to prevent vehicles from entering the no-car zone, improve public safety, and protect sensitive coastal habitats.

The engagement process gathered community feedback on the proposed installation to inform a report back to Council in March 2026. The feedback and cost estimates will assist Council in determining whether or not to proceed with the works. Any implementation may be considered within existing budget allocations through the use of Coastal Urgent and General.

This report builds on previous council considerations and community discussions regarding bollards and signage at Aldinga, Silver Sands and Sellicks Beach, dating back to 2018. Those earlier engagements demonstrated strong community interest and mixed views regarding vehicle access, aesthetics, and environmental protection.

It is evident that local residents, beach users, and advocacy groups hold strong but varied views about balancing public safety, accessibility, and environmental protection. To build trust and demonstrate transparency, this most recent community engagement provided clear information about what is being proposed, why it is being considered, and how community feedback will influence the final decision.

Engagement occurred over the summer months, when beach visitation is highest and a wide cross-section of users could be reached. The two-month consultation period allowed time for awareness and participation, consistent with advice provided by council's Operations Division previously. Engagement activities focused on open, accessible online and on-site opportunities, including information on the Your Say Onkaparinga platform, signage at the Sellicks Beach ramp, and direct communication with local residents and beach users.

Feedback was received from regular beachgoers and also the wider community and is presented in this report. This feedback is intended to meaningfully inform the March 2026 report and any subsequent decisions by Elected Members.

## Community engagement purpose

The purpose of the engagement was to understand whether the community supports the potential installation of permanent bollards at Sellicks Beach.

The engagement focussed specifically on the installation of permanent bollards aligned with the current no-vehicle zone at Sellicks Beach. It did not revisit broader questions of vehicle access along other sections of the coastline or alternative management options already considered by Council in previous years.

Cars on beaches is known to be a polarising issue within the community and as such, clear information regarding what the community could and could not influence was provided to focus the feedback on the bollard installation. The information provided to community was as below:



### **What you can influence**

*Engagement will focus on whether bollards are the right solution to support this restriction and, if so, how they should be implemented. Community feedback will directly influence whether permanent bollards are installed at Sellicks Beach. If supported, input will also help shape how they are designed and installed. Feedback will guide Council in balancing community safety, accessibility, and environmental protection when deciding the best way forward.*

### **What you can't influence**

*The existing no-vehicle zone south of the Sellicks Beach ramp will remain in place. This restriction is established under Council's Foreshore By-law and is not under review.*

*No other zones/beaches are being considered through this process.*

## **Engagement techniques**

The following channels (techniques) were used to drive engagement and participation:

- Director News
- Email to Mayor and Elected Members
- Email to Members of Parliament Hon Leon Bignell MP and Hon Amanda Rishworth MP
- Letters to residents and businesses within Sellicks Beach approx. 750 letters distributed (refer Appendix 3)
- Letter / Email to customers who placed a customer request within the last 3 years relating to this project
- Emails to coastal and environmental management and protection organisations
- Email to Aldinga Bay Resident Association
- Emails to 4 Sellicks Beach community and advocacy groups
- DL flyer to be handed out with seasonal beach permits for local residents.
- On site signage at beach ramps (refer Appendix 3)
- Your Say Onkaparinga project page including a feedback tool
- 1,981 emails to Your Say Onkaparinga members living in Sellicks Beach and/or with an interest in Coast, river and creeks.
- Information provided to Customer Relations via the excel spreadsheet maintained by business support team(s)
- Facebook social media post 1 December 2025.

# Summary of community engagement outcomes

Engagement was open from 1 December 2025 to 1 February 2026.

Engagement was undertaken as a consultation; residents and businesses of Sellicks Beach were directly sent letters and DL flyers were distributed with beach passes. Interested organisations and community groups were directly emailed and asked to promote the engagement opportunity. Visitors to the beach were targeted using on-site signage directed them to Your Say Onkaparinga engagement platform. Social media was also used to direct to the online engagement platform.

The Your Say Onkaparinga engagement platform received 797 visitors with 62% of the visitors to the site being first time users. 44% of the visitors to the site came from a direct link, a further 29% finding the project through social media and the rest through search engines and websites.

One feedback tool was available for providing feedback using the Your Say Onkaparinga engagement platform, the community were able to provide feedback via an online form containing 5 questions as well as 5 additional opt in evaluation questions.

During engagement 3 documents were available for download, there was a total of 69 downloads.

1. Concept plan – Proposed bollards at Sellicks Beach – 26 downloads
2. Fact Sheet and FAQs - Proposed bollards at Sellicks Beach – 28 downloads
3. Printable survey – 15 downloads

A total of 196 contributions were received via online, letters and emails – noting some of the contributors may have accessed multiple channels:

- 193 via online survey tools
- 1 direct email of support
- 1 written letter of support
- 1 email submission from Green Adelaide
- 4 Paper surveys received – included in online survey entered by the Engagement team.

During the engagement period we also received media enquiries and requests from both radio and online media outlets. Responses provided:

- Mayor provided a radio response interview on 1 December 2025 to ABC Radio Adelaide, transcripts here are parts [one](#) and [2](#).
- One media response was provided to Yahoo News 22 December 2025.

The social media post on the City of Onkaparinga Facebook channel dated 1 December 2025, received 123 comments and 10 shares. It is also of note that this project was being discussed on other non-official Facebook channels.

## SURVEY RESULTS

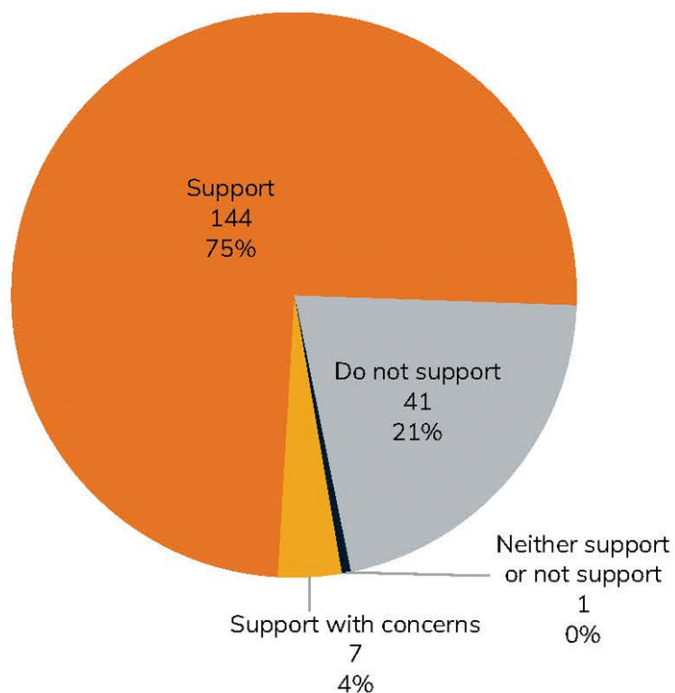
Contributors were able to provide feedback via an online form containing 5 questions relating to the concept plan as well as 5 additional questions that participants could opt out of. The 5 additional questions related to engagement evaluation and are an optional inclusion on most surveys.

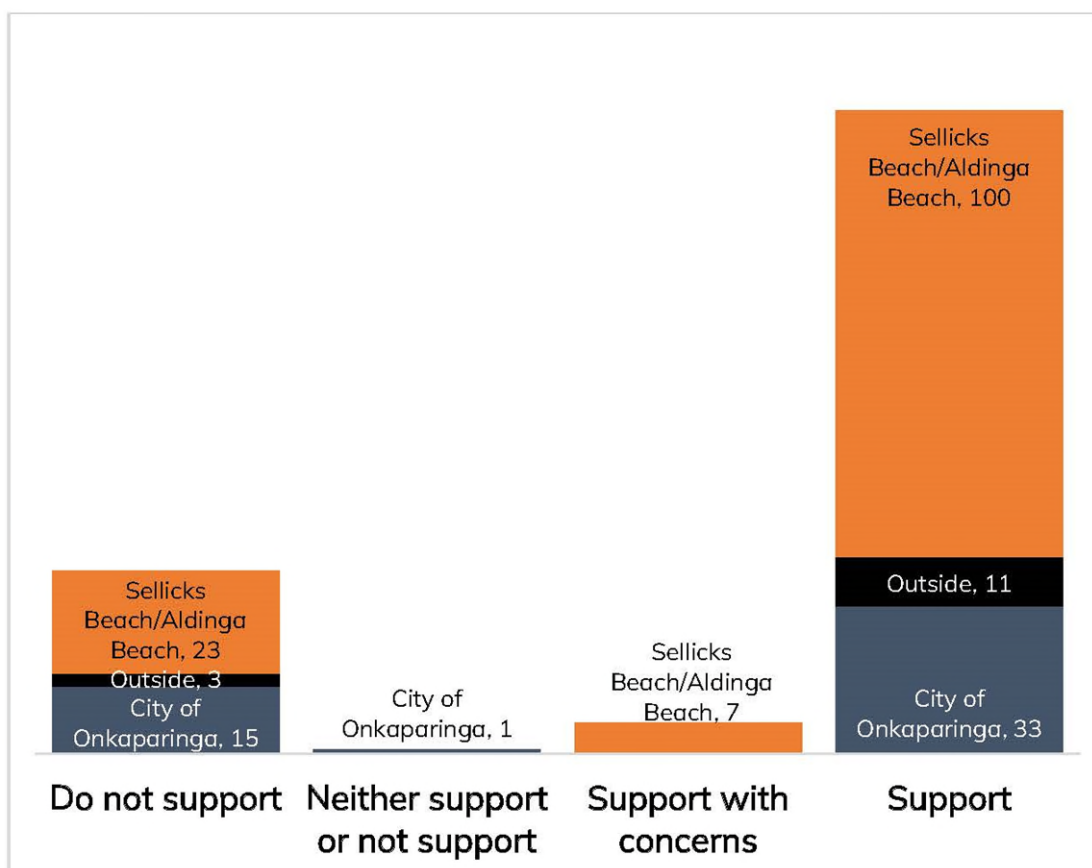
A total of 193 contributions were received to the survey 53% (103 contributors) opting to continue on and respond to the evaluation questions.

- 144 responses in support of the proposal

- 7 responses support the proposal, but have some concerns to raise
- 1 response neither supports or does not support the proposal
- 41 responses do not support the proposal

Overall, there is substantial support or partial support for the proposal both within the local community and more broadly.





The graph above demonstrates the support for the proposal split between the following cohorts, those that live in Sellicks Beach or Aldinga Beach, those that live within the City of Onkaparinga and those that live outside the region.

### Key themes

A summary of themes emerging from the commentary of both those supportive and non-supportive are as follows:

- Strong interest in safety on the beach**  
 Safety for children, families, pedestrians, dogs and other beach users is a central concern across all views. People differ on how safety should be achieved, but most agree it is important.
- Protection of the coastal environment is a shared value**  
 Many respondents value the protection of reefs, dunes, wildlife and biodiversity. Supporters see bollards as necessary protection, while others feel the environment is best protected by leaving the beach physically untouched.
- Disagreement about the effectiveness of signage versus physical barriers**  
 A key point of division is whether existing signage and rules are sufficient. Some report frequent non-compliance and support physical barriers, while others rarely observe breaches and see bollards as unnecessary.
- Strong sensitivity to visual impact and character of the coastline**



The appearance of the beach matters greatly to respondents. Some want infrastructure that blends into the landscape, while others strongly oppose any permanent structures on the beach.

- **Concerns about emergency and rescue access**

Across all groups, people raise the importance of maintaining quick and reliable access for emergency vehicles and responders, particularly during high tides or emergencies.

- **Views on vehicle access as part of local lifestyle and identity**

Driving on the beach is seen by some as an important part of living in or visiting Sellicks Beach, while others feel car-free areas are essential and increasingly necessary as use increases.

- **Frustration with non-compliance and behaviour of a minority of drivers**

Many comments, including from both supporters and non-supporters, reference a small number of people ignoring rules and creating safety or environmental risks.

- **Different expectations about council priorities and use of funds**

There are differing views on whether spending on bollards is justified, with some supporting investment for safety and environmental protection, and others preferring funds be directed to maintenance, enforcement or other services.

- **Desire for stronger enforcement, monitoring and education**

Regardless of position on bollards, many respondents call for better enforcement, clearer signage, monitoring, education and visible consequences for rule-breaking.

- **Broader interest in long-term management of beach access**

Feedback extends beyond the proposal, with suggestions about consistency across beaches, future population growth, tourism impacts and the balance between vehicles and pedestrian-focused beach use.

#### **Other feedback**

Green Adelaide feedback expressed support for the proposed installation of permanent bollards at Sellicks Beach, noting the benefits for beach-user safety and the protection of coastal environments and wildlife.

## **Evaluation**

The engagement met its objectives and purpose by:

- Providing clear, easy to read information on the Your Say page to ensure stakeholders, residents, and the community have a good understanding on what they could influence.

Throughout the engagement, there were:

- 797 visitors to the Your Say Onkaparinga engagement platform.
- A total of 196 contributions received online, paper-based surveys and emails.
- 103 online participants went on to provide feedback about our engagement process:
  - 88% told us it was easy to provide feedback
  - 88% told us it was easy to find what they were looking for
  - 93% told us information was clear and easy to understand

- 83% told us they understood what they could influence about the project
- 88% told us there was enough time to find out more information and provide feedback

## Appendices

- Appendix A – Data Analysis
- Appendix B – Verbatim Your Say Survey Comments
- Appendix C – Submissions and correspondence
- Appendix D – Maps
- Appendix E – Promotional Materials

# Appendix A. Data Analysis

## COMMENT THEMING

All participants were able to provide written comments online. These comments are summarised below. **Verbatim survey comments can be found at Appendix A**

### Those in support (144 participants 75%).

Of the participants who fully supported the proposal, the following key themes and comments were identified:

#### High-level themes

1. Strong support and appreciation that council is taking action
2. Safety for children, families, pedestrians and dogs in a genuinely car-free zone
3. Protection of reef, dunes, wildlife and the broader coastal environment
4. Signs alone are not working – need physical barriers and stronger enforcement
5. Desire to reduce or remove vehicles on beaches more broadly, and extend bollards to other locations
6. Preference for robust, natural-looking designs and provision for emergency access
7. Calls for better signage, monitoring and enforcement of beach rules (speed, camping, dogs, permits)
8. Additional suggestions to enhance local amenity and access

#### Themes with summaries and example quotes

##### 1. Strong support and appreciation that council is taking action

###### Summary

Many respondents express clear, often emphatic support for the proposal, thanking council for acting after years of frustration with non-compliance in the no-vehicle zone.

###### Example quotes

- “Locals here will fully support this proposal – Thankyou Onkaparinga Council for being active and installing much needed bollards.”
- “A very welcome proposal to protect that part of our beach from unauthorised access! Thank you!”
- “Strongly support this proposal because of the number of cars I see breaching the signed instructions.”

##### 2. Safety for children, families, pedestrians and dogs

###### Summary

Support is strongly linked to creating a genuinely safe area for children, families and dogs to enjoy the beach without having to constantly watch for cars or hooning behaviour.

###### Example quotes

- “This is a very small part of the beach and the only safe beach in Sellicks for children (and dog walkers) to play without the fear of cars.”

- “Families with young children should have an area at the beach... while not having to worry about traffic/cars.”
- “If you are in the car free zone, particularly if you have children with you, you need to be able to relax and move freely on the beach and not have to keep a constant lookout for cars.”
- “We must have these bollards installed... Safety of people and dogs is paramount in that area, where they are free to roam around.”

### **3. Protection of reef, dunes, wildlife and broader coastal environment**

#### **Summary**

Many supporters frame bollards as essential to protecting sensitive coastal ecosystems, reef areas and wildlife (including hooded plovers) from vehicle damage.

#### **Example quotes**

- “It’s an important project as it should stop the destructive practice of cars accessing the no-vehicle zone south of the Sellicks Beach access ramp.”
- “This will provide a safer area for birdlife... Same should apply at the northern end of the beach adjacent to the Aldinga Reef.”
- “This action needs to be repeated on a number of our beaches in an attempt to save the populations of Hooded Plovers at the very least.”
- “I’m all for it because this will protect our precious coastal environment... There are intertidal creatures that habitat those rocks... This has to stop soon.”

### **4. Signs alone are not working – need physical barriers and stronger enforcement**

#### **Summary**

There is a consistent view that signage and existing enforcement are ineffective. People describe frequent breaches of the no-vehicle zone and see bollards as “the only way” to stop this behaviour.

#### **Example quotes**

- “Signage and policing hasn’t worked. I support physical barriers to reduce vehicles on the closed section of beach.”
- “It’s clear that the signage doesn’t stop cars entering the reef area. Bollards don’t look good but it seems to be the only way of protecting the reef.”
- “So sick of people not respecting the no vehicle zone... Bollards is the ONLY way, should have happened a long time ago!”
- “Without a physical barrier vehicles will most definitely drive into that area.”

### **5. Desire to reduce or remove vehicles on beaches more broadly, and extend bollards elsewhere**

#### **Summary**

Many respondents support bollards at Sellicks and also call for wider reductions in vehicle access, including at Aldinga Beach, Moana and other locations. Some would prefer no vehicles on beaches at all.

#### **Example quotes**

- “I am against any beach access by private vehicles along the entire coastline... anything that physically restricts vehicle access I support.”
- “I’d prefer to ban cars on the beach at Sellicks altogether... It feels unsafe walking on the beach with cars on it.”



- “Please consider the same approach for the vehicle prohibited area at the northern end of Aldinga Beach.”
- “I’d love to see the same to the north of the Aldinga Beach ramp, as people drive over the reef there all the time!”

## **6. Preference for robust, natural-looking designs and emergency access**

### **Summary**

While people support bollards, some suggest using natural materials (such as large rocks or boulders) and ensuring any design is durable and, where possible, blends with the landscape. There are also comments supporting an emergency gate.

### **Example quotes**

- “I think large rocks/boulders should be used as they will blend in with the cliffs and surrounds.”
- “Using big boulders would look more natural and weather better.”
- “I agree with the placement of bollards... It would be good if they were constructed so that they blend into the environment and be made from a natural robust material.”
- “Great idea to put emergency gate.”
- “Make them big and hard to move. This will be amazing for safety and the environment.”

## **7. Better signage, monitoring and enforcement of broader beach rules**

### **Summary**

Supporters also raise related issues about speed limits, camping, permits and dog management. They want clearer signage, more monitoring, cameras and visible consequences for rule-breaking.

### **Example quotes**

- “Signs on beach re 10ks speed limit require a great deal more consideration... Static speed camera installation please.”
- “There also needs to be larger and much clearer signage about all vehicles leaving the beach at sunset and NO camping on the beach... This sign needs to be reinstated.”
- “Regular monitoring of traffic and behaviour on our beaches would still be essential after bollards are installed.”
- “Add clear signage to indicate car restrictions BEFORE the restricted area... Add clear signage to indicate that the area south of the bollards is a leash-free area.”

## **8. Additional suggestions to enhance local amenity and access**

### **Summary**

Some respondents use this opportunity to suggest broader improvements such as better access, paths and facilities to help locals and visitors enjoy the beach.

### **Example quotes**

- “I’d like to see a cliff railway installed at the southern end by Cactus Canyon... Failing that new steps access to the beach near Cactus Canyon.”
- “Would be awesome for a foot path, jogging track, lighting along the espy too.”
- “It would be good if locals of Sellicks could have their own area on the beach... Bollards would be good as perhaps we can enjoy the top end with less people.”

## **Those who support proposal however have concerns (7 participants 4%)**

### **High-level themes**

1. Support for environmental protection and vehicle restrictions
2. Strong concern about emergency and rescue access
3. Preference for natural, minimal or place-based design
4. Safety concerns for beach users, especially children
5. View that bollards alone are insufficient without enforcement
6. Desire for broader reduction of vehicles and hooning on the beach
7. Differing views on how much physical intervention is appropriate.

### **Themes with supporting summaries and example quotes**

#### **1. Support for environmental protection and limiting vehicle access**

##### **Summary:**

Many respondents support restricting vehicle access to protect reefs, dunes, wildlife and the coastal environment. There is strong agreement that unmanaged driving causes damage and poses risks.

##### **Example quotes:**

- "I support bollards preventing public vehicles past the point to protect the reef and pristine environment beyond this point."
- "Ongoing vehicle access causes significant environmental damage, compacts sand, and disrupts dune systems."

#### **2. Strong concern about emergency and rescue access**

##### **Summary:**

A recurring concern is that any physical barrier must allow fast and reliable access for emergency vehicles. Personal experiences of medical emergencies strongly shape this view, with some respondents opposing fixed barriers altogether.

##### **Example quotes:**

- "There should be an emergency access point or chain for emergency vehicles."
- "I have witnessed an emergency where a woman stepped on a sting ray... a chain or gate should be included in the plans."
- "It must remain open for quick rescue operations. I know from my own experience that it takes valuable time to open an emergency gate."

#### **3. Preference for natural, minimal or place-based design**

##### **Summary:**

Several respondents are concerned about the visual impact of bollards and want solutions that blend into the landscape or contribute positively to the character of Sellicks Beach.

##### **Example quotes:**

- "Why have un-natural looking wooden posts when placing a row of large rocks that will look more natural?"
- "Not an eyesore, but something which would unite the community... in line with the cultural and environmental surroundings."

#### **4. Safety concerns for beach users, especially children**

##### **Summary:**

Safety is a major driver for restricting vehicles, particularly for families and children. Respondents describe near misses and feel vehicles and hooning create unacceptable risks.

##### **Example quotes:**

- "Cars are a danger to young children going to & from the sea."
- "My granddaughter was almost hit by a large vehicle on Boxing Day on Sellicks Beach."

#### **5. Bollards alone seen as insufficient without enforcement**

##### **Summary:**

Some respondents believe physical barriers will not solve unsafe behaviour unless paired with enforcement, monitoring and education.

##### **Example quotes:**

- "People determined to drive recklessly often find ways around physical barriers."
- "I urge that they are paired with enforcement and education to genuinely reduce dangerous driving behaviour."

#### **6. Desire for broader reduction of vehicles and hooning**

##### **Summary:**

Beyond the specific proposal, there is frustration about the overall volume of vehicles, hooning and jet skis, with calls for wider restrictions across the beach.

##### **Example quotes:**

- "I would like the total number of cars on the beach reduced."
- "The jetskis are a constant pain all over the beach."
- "People are constantly driving past the bollards."

#### **7. Differing views on physical intervention versus signage**

##### **Summary:**

While many support no-drive zones, there is disagreement about whether physical barriers are appropriate, with some favouring signage to avoid altering the landscape.

##### **Example quotes:**

- "A clearly visible 'No Driving' sign should be sufficient."
- "We must not disfigure the landscape because of a few idiots."

### **Those not in support (41 participants 21%)**

#### **High-level themes**

1. Visual impact and loss of natural character
2. Belief that bollards are unnecessary because issues are minor or signage is sufficient
3. Concerns about misuse of council funds and competing priorities
4. Preference for enforcement, fines and signage instead of infrastructure
5. Desire to maintain vehicle access and concern about "losing" beach driving



6. Concerns about emergency access and safety implications of fixed posts
7. Environmental and durability concerns about bollards themselves
8. Alternative suggestions, timing concerns and views on the engagement approach.

#### **Themes with summaries and example quotes**

##### **1. Visual impact and loss of natural character**

###### **Summary**

Many respondents feel bollards would “ruin” the natural look of the beach, describing them as ugly, artificial and out of place on an otherwise untouched coastline.

###### **Example quotes**

- “Will ruin the natural landscape, stop installing all this crap.”
- “Bollards on the beach ruin the look.”
- “Installing bollards will detract from the natural beauty of this part of the beach.”
- “Ugly man-made posts will ruin the natural beauty of the beach.”
- “The beach is untouched. Keep it that way. Ugly bollards reduce the natural beauty of this almost untouched end of the beach.”

##### **2. Bollards seen as unnecessary – issue viewed as minor, sign seen as sufficient**

###### **Summary**

A number of respondents say they rarely, if ever, see vehicles breaching the current sign, and therefore see no need for additional infrastructure.

###### **Example quotes**

- “I’ve never seen any car drive past the sign... stop installing all this crap.”
- “Rarely have I seen vehicles past the sign which is already there stating no cars past this point.”
- “In all of those years we have not experienced any areas of concern as outlined in the deputation.”
- “I have lived in Sellicks Beach for the past three years and I could count on one hand how many times I have seen a vehicle past the steps.”
- “Just fix the sign.”

##### **3. Concerns about misuse of council funds and other priorities**

###### **Summary**

Respondents frequently describe the proposal as a waste of money and argue that funds should be used on other services, such as road maintenance, weed control, rubbish collection and paths.

###### **Example quotes**

- “They will cost a lot of money which could be better spent on mowing the verges, cleaning up the rubbish... and weeds around the roadways.”
- “Waste of money.”
- “I believe it is overkill, looks ugly and is a waste of council funds.”
- “Would be great to see ratepayers money being used wisely... start by maintaining what we have, not spending more money unnecessarily on things which are not required.”



- “Yes. Stop wasting money on stuff like this and spend it on cleaning up the area... Clean up the dam area before wasting money on overseas trips and this garbage.”

#### **4. Preference for enforcement, fines and signage instead**

##### **Summary**

Instead of installing bollards, many respondents want stronger enforcement of existing rules through fines, cameras, more patrols and clearer signage at the ramp or entrance.

##### **Example quotes**

- “Installing permanent structures on the beach is not the solution... adequately patrol the area and fine them.”
- “Why not install a no right turn / no access sign with a \$1000 fine. Enforce this and I bet they will not do it again.”
- “Cameras or increase the fines!”
- “Increase patrols and give infringement notices. Fines will deter.”
- “Place signs near the beach entrance detailing the restricted zones. Have police go and hand out on the spot fines... It’s not rocket science.”

#### **5. Desire to maintain vehicle access and concern about “losing” beach driving**

##### **Summary**

Some respondents see driving and parking on the beach as an important local lifestyle and tourism drawcard. They worry bollards are a step towards banning cars on the beach altogether.

##### **Example quotes**

- “Cars on the beach is a part of life down south.”
- “We should be allowed to drive on the beach, as we have done respectfully for years.”
- “The ability to drive on, park up and spend the day on the beach... is a large reason why people visit and live in the community.”
- “Absolutely NOT!! YOU are sneakily trying to get vehicles off the beach!!!!”
- “Should be able to drive the beach from Sellicks to Aldinga and be able to drive all beaches in Oz.”

#### **6. Concerns about emergency access and safety implications of fixed posts**

##### **Summary**

Several respondents are worried that bollards will obstruct emergency or surf lifesaving access, especially when the sand is soft or tides are high, and also that posts in the surf could be hazardous.

##### **Example quotes**

- “Not only does it look terrible but it makes it hard to respond to an injured person as a surf life saver.”
- “There is minimal cars going past the signage; the only thing bollards will do is negatively affect access for emergency vehicles as the sand gets soft.”
- “Posts are dangerous in large swells as you can’t see them in the water.”
- “The limited access to emergency vehicles in case of emergencies, high tide, easy access on and off the beach.”

## **7. Environmental and durability concerns about bollards themselves**

### **Summary**

A smaller but clear group highlight concerns about treated timber, storm damage and debris, and interference with sand and water movement, referencing past experiences with posts washing away.

### **Example quotes**

- “For a start permapine is toxic.”
- “Remember when you spent our money installing wooden posts all along Port Willunga beach... Then they all washed away within months due to the ocean.”
- “This stuff ends up on the ocean. Clean up the dam area before wasting money on this garbage.”
- “There is also the likelihood of bollards interrupting the natural flow of water and sand along the beach... likely to cause excessive damage to the beach and the need for ongoing maintenance and repair.”

## **8. Alternative suggestions, timing concerns and engagement/process views**

### **Summary**

Some respondents suggest alternative approaches (e.g. more pedestrian space but different design), question the timing, or express dissatisfaction with how decisions are framed and prioritised.

### **Example quotes**

- “As usual, the engagement process limits what is actually needed: a decent area for pedestrians and a limited area for cars.”
- “The car exclusion zone should be set 100 metres north towards the car ramp to give pedestrians a sandy section of the beach rather than reef and rocks.”
- “Perhaps Council would consider postponing this decision until after construction of the 1,400 or so new homes... so that the impact of an influx of new residents on the coastline can be measured.”
- “Council and government overreach has to stop... stop with eroding people’s freedoms and creating a society of rule and compliance.”



## Appendix B: Verbatim Your Say Survey Comments

### Please tell us your concerns

1. People are constantly driving past the bollards. As a local, I have to go down very long stairs to access the beach, and i cannot see where my valuable are secure, because cars park in front of them. I would like the total number of cars on the beach reduced. The jetskis are a constant pain all over the beach. Not having cars would force families more into the water. They are just sitting around with their dogs having barbecues, it is not a picnic place, it is a beach.
2. We definitely need a car free area for families to enjoy but the small area proposed at the rocky end of the beach is an insult. Cars have access to the whole coastline apart from Willunga Beach, & are a danger to young children going to & from the sea. My granddaughter was almost hit by a large vehicle on Boxing Day on Sellicks Beach.
3. I strongly support a no drive zone south of the stairs. However there should be no physical blockage of the access to the southern beach. It must remain open for quick rescue operations. I know from my own experience that it takes valuable time to open an emergency gate. I think a clearly visible "No Driving" sign should be sufficient. We must not disfigure the landscape because of a few idiots.
4. I am supportive of the proposal but would like to see the installation of bollards as an opportunity to create a sense of place within Sellicks Beach, something which is sadly lacking. Why not open it up to a public art/ design opportunity with the most minimalist, subtle exploration of the idea of bollards, in line with the cultural and environmental surroundings. Not an eyesore, but something which would unite the community, both long term residents and newcomers, because after all, this is the existing dichotomy which divides the community and stops progress.
5. I support the installation of bollards at Sellicks Beach to help protect sensitive coastal vegetation, reduce erosion and minimise disturbance to wildlife habitats. The ongoing vehicle access causes significant environmental damage, compacts sand, and disrupts dune systems which are critical for coastal resilience and biodiversity. However, I am concerned that bollards alone may not fully address the issue of hooning and unsafe driving. People determined to drive recklessly often find ways around physical barriers, and without effective enforcement and community education, unsafe behaviour could continue in nearby areas or at different access points. To improve the effectiveness of this proposal, I suggest:  
Increased patrols or camera monitoring to deter hooning and unsafe driving  
Increase community awareness initiatives highlighting the impacts of off-road driving on the environment and public safety  
Regular maintenance and assessment of the bollard installation to ensure it remains functional and appropriate  
Overall, I support the bollards as a positive step for environmental protection, but urge that they are paired with enforcement and education to genuinely reduce dangerous driving behaviour...
6. I support bollards preventing public vehicles past the point to protect the reef and pristine environment beyond this point, however there should be an emergency access point or chain for emergency vehicles.. I have witnessed an emergency where a woman stepped on a sting ray and barb went through her ankle. Her husband had to run back to the vehicle to get her whilst I applied first aid and he drove car to point and we sat her in car and they went to emergency. So a chain or gate should be included in the plans. Fantastic idea, and thanks!
7. Why have un-natural looking wooden posts when placing a row of large rocks that will look more natural? Strategically placed gaps that could allow emergency vehicles through would not that difficult to do. Similar to the dividing barrier at Christies Beach when the boardwalk was being built.

### Please tell us why you do not support this proposal

1. I do not support this proposal for several reasons one it is an environmental hazard putting perm pine posts which Leach arsenic into the beach where children play it is a safety issue. Also reducing access when there are emergencies on the southern end of the bollards means that people cannot provide quick assistance for Boat emergencies and swimmer emergencies where a vehicle is required. Reducing parking on the beach means that the Esplanade will become more congested causing critical safety hazards with traffic on the Esplanade during peak periods. Finally, the use of the beach is for everybody not just people walking or using it for their dogs. That can occur south of the sign that is already installed at the southern ends of Sellicks Beach which has worked perfectly well for over 40 years. Taking away

people's access is unfair and unjust just so that people can walk their dogs when there is no environmental reason.

2. I do not support this proposal for several reasons one it is an environmental hazard putting perm pine posts which Leach arsenic into the beach where children play it is a safety issue. Also reducing access when there are emergencies on the southern end of the bollards means that people cannot provide quick assistance for Boat emergencies and swimmer emergencies where a vehicle is required. Reducing parking on the beach means that the Esplanade will become more congested causing critical safety hazards with traffic on the Esplanade during peak periods. Finally, the use of the beach is for everybody not just people walking or using it for their dogs. That can occur south of the sign that is already installed at the southern ends of Sellicks Beach which has worked perfectly well for over 40 years. Taking away people's access is unfair and unjust just so that people can walk their dogs when there is no environmental reason.
3. Intrusive look. Un natural look. Posts are full of poison that leaches out into the sand. The big sign is enough. Waste of money.
4. The current setup is fine, just add a sign. Emergency services need access.
5. I do not believe that bollards on the beach are the most suitable solution to the issue in question. I think bollards, or any blocking intrusions, will greatly detract from the natural beauty of the beach we all enjoy.
6. What an eyesore that would be to the picturesque end of the beach, stupid idea the only reason cars have been driving down there is because it took you 6 months to replace a sign that had done the job for the last 40 years. Put some proper signage up at the entrance of the beach and at the steps. Complete over reaction. The signage worked before so why change it. Try educating people before ruining the beach with that eyesore
7. The bollards are a visual and environmental disaster. A better approach may be policing and fining persons who ignore signage and dump rubbish/camp/ drive on sensitive areas. Unfortunately I have found council seems reluctant enforce fines even when presented with photographic evidence.
8. Just fix the sigb
9. I object to the use of bollards as they are unsightly and detract from the open welcoming environment of an unspoilt beach. There is also the likelihood of bollards interrupting the natural flow of water and sand along the beach. Unnatural disturbance during storms is likely to cause excessive damage to the beach and the need for ongoing maintenance and repair costs to the barrier.
10. Once the bollards are in they will permanently exclude pedestrians from having any chance of having the car zone reduced. The car exclusion zone should be set 100 meters north towards the car ramp to give pedestrians a sandy section of the beach rather than reef and rocks.
11. Should be able to dive the beach from sellicks to Aldinga and be able to drive all beaches in oz
12. The limited access to Emergency vehicles in case of emergencies, high tide, easy Access on and off the beach. And the beaches always been a neutral ground for friends, Family and community times, connection
13. I think they should be taken out completely to give full access from Sellicks to Aldinga. They are lots of other beaches people can use. This would open up Sellicks to a lot more of the public who don't drive around and would support the new local businesses there.
14. I feel strongly about protecting the southern end of Sellicks Beach from destructive visitors...
15. Because it's unnecessary and environmentally damaging to the natural underpinnings & environment there. It's also a waste of our local taxes and an eyesore
16. The beach is untouched. Keep it that way. Ugly bollards reduce the natural beauty of this almost untouched end of the beach. I am a local and sure there are a few people That go beyond the sign but not that many people do and why punish everyone by making it look ugly. Leave it be. Some of the residents have too much time on their hands and love to have a cause, this seems to be one of those moments.
17. The funds could be better utilised elsewhere.
18. Ugly man made posts will ruin the natural beauty of the beach.
19. There's enough man made bollards in the area
20. Council and government over reach has to stop. Just because 98% of people do the right thing and 2% do not does not mean we have to change the rules for the majority. Get stricter on the population that are not doing the right thing and let majority keep moving on. In an Australia that I hardly recognise anymore, stop with eroding people's freedoms and creating a society of rule and compliance. Do better and start



- being better at focusing on the people that do the wrong thing. I have lived in Sellicks Beach for the past three years and I could count on one hand how many times I have seen a vehicle past the steps.
21. I do not believe the bollards are required or that this issue is large enough to justify the expenditure of council funds. For a start permapine is toxic & number 2 remember when u spent our money installing wooden posts all along Port Willunga beach warning of rockfalls which looked ugly. Then they all washed away within months due to the ocean. You are so good at wasting our money yet you can't even maintain weeds all over our area!
  22. They are not natural and do not belong on the beach.
  23. I have been a beach goer there for nearly 50 years and I cannot remember seeing a car past the sign. Save our money and not construct an eyesore of the most beautiful beach in Australia.
  24. I believe funding would be better spent on creating proper footpaths and improving Sellicks Beach Road. The vast majority of people already follow and respect the existing signage. Around 98% comply and I have not observed widespread rule-breaking. Additional infrastructure or enforcement does not seem necessary. It is important to preserve the natural character of the area rather than overdevelop it.
  25. Absolutely NOT !! YOU are sneakily trying to get vehicles off the beach!!!! And this is one small joy we have. You tried to ban cars some years ago and we all poooo hooood that and now ypu are trying another sneaky tactic...JUST NOOOOOO !!!!
  26. I believe it is overkill, looks ugly and is a waste of council funds
  27. My concern is about where restrictions will end. Current signage at the ramp should be enough. There shouldn't be any need to add more poles
  28. I do not support bollards on the beach. Keep beach as it is. For many years it has been without bollards. Do not change the coast. Unnecessary expense to add bollards & do not agree with them. Do not impact the environment by adding bollards. Conserve coast by leaving it in its natural state.
  29. Waste of money
  30. Several years ago Council installed stumps along all three beaches every hundred metres. They are still there and are visually polluting our beautiful beaches . It seems these stumps supported a small sign that advised where on the beach you could park. Most of the signs rusted away and many were replaced with corflute signs which strangely disappeared into the ocean.( not very environmentally friendly). It appears that this proposal is to place more ugly stumps on our beaches! I say NO. The best method to correct perceived poor human behaviour is to enforce the regulations through your already existing enforcement section. Anyway that's my say for what it's worth!
  31. On the surface it seems to us that bollards are not necessary. We have held property at Sellicks Beach for over 40 years and will, within the next 12 months, build a home and become permanent residents. In all of those years we have not experienced any areas of concern as outlined in the deputation. We are particularly perturbed over the potential visual impact of a "fence" like structure (albeit bollards) will have to degrade, by separation, one of the most beautiful stretches of pristine uninterrupted coastlines in Australia. That said, perhaps Council would consider postponing this decision until after construction of the 1,400 or so new homes envisaged for the area has been completed, so that the impact of an influx of new residents on the coastline can be measured.
  32. they look terrible and aren't required. spend money on better pedestrian access down to beach from cliff face.
  33. They are ugly. I don't see anyone driving into the 'no cars' area anyway, so I believe they are not required.
  34. The ability to drive on, park up and spend the day on the beach at Sellicks Beach is a large reason why people visit and live in the community. It is one of the only places this is able to be done, which attracts tourism and people to the area. Blocking off a section of the beach, will then mean the beach becomes more crowded in sections you can drive on, which in turn may cause more issues with safety due to the amount of cars trying to fit on the beach in sections where it is allowed. This in turn, will then cause more sections of the beach to be cut off, until you are no longer able to drive on the beach at all at Sellicks Beach.
  35. There is minimal cars going past the signage the only thing bollards will do is negatively effect access for emergency vehicles as the sand gets soft and they won't be able to get through the proposed gate location the same as aldinga/ silver sands its not often that the sand is hard enough to get a emergency vehicle through



36. I have been a resident of Sellicks Beach for 40+years & regularly walk this section of the beach. Rarely have I seen vehicles past the sign which is already there stating no cars past this point. Installing bollards will detract from the natural beauty of this part of the beach.
37. We should be allowed to drive on the beach. As we have done respectfully for years .
38. I do not agree with putting bollards on the beach it will ruin the natural environment and there is already a sign that has been there for the 16 or so years that I lived in Sellicks and that sign is enough there is no need for money to be put into bollards.
39. The beach needs to stay open for families to access.
40. Cars on the beach is a part of life down south. Proposals like this will continue to push the opportunity to drive on the beach to the point where it can no longer be done.
41. Jumping the gun and creating an eyesaw by adding more treated pine to our beach! Issue has increased due to the lack of a sign near the base of the stairs. Please don't ruin the beauty because of a small minority who choose not to care (or in this instance, may not even be aware!!!)
42. Installing permanent structures on the beach is not the solution. If signage is not enough for the idiotic few people then adequately patrol the area and fine them. Posts are dangerous in large swells as you can't see them in the water. Don't spend money, fine people and raise money from fines.
43. Permanence is too restrictive. If there is a critical need then temporary ones can be used. Beaches should never have fixed infrastructure on them.
44. Not only does it look terrible but it makes it hard to respond to a pt or injured person as a surf life saver. We have more problem with quality of water than littering our beautiful beaches with ugly bollards
45. Bollards on the beach ruin the look and they will cost a lot of money which could be better spent on mowing the verges in the area, cleaning up the rubbish in the parks and on the verges. Let alone the weeds around the road ways. Particularly in Christies.
46. Impacts on the beautiful landscape Ongoing maintenance during stormy weather
47. I've never seen any car drive past the sign there isn't much up that way any how. Will ruin the natural landscape stop installing all this crap

**Do you have any further feedback?**

1. PAPER SURVEY ENTERED BY STAFF It is absolutely essential that vehicles (other than emergency services and coastal protection) be prohibited in that section beach/coast.
2. I would support closing off a bigger section of beach from cars closer to the ramp to allow families with children safer access without having to drive or walk a significant long way down to the restricted access zone.
3. I do not support this proposal for several reasons one it is an environmental hazard putting perm pine posts which Leach arsenic into the beach where children play it is a safety issue. Also reducing access when there are emergencies on the southern end of the bollards means that people cannot provide quick assistance for Boat emergencies and swimmer emergencies where a vehicle is required. Reducing parking on the beach means that the Esplanade will become more congested causing critical safety hazards with traffic on the Esplanade during peak periods. Finally, the use of the beach is for everybody not just people walking or using it for their dogs. That can occur south of the sign that is already installed at the southern ends of Sellicks Beach which has worked perfectly well for over 40 years. Taking away peoples access is unfair and unjust just so that people can walk their dogs when there is no environmental reason.
4. Strongly agree with keeping cars off the beach at this particular location. Strongly need the bollards to go into the ocean so at low tide they still can not pass. We often find people of all ages (especially young ones) past the no car point at all hours of the day and its destroying our future. Both nature, safety. An opportunity to keep these people out and not close our beaches to cars permanently.
5. It would be great to preserve the environment - many creatures live in the sand and environs
6. Thankyou to Council for the many improvements to the Sellicks Beach area over the last few years.
7. Very happy this conversation is happening. Too many times have we seen, and even more this summer despite (or in spite) of this conversation, people blatantly disregard the sign and bylaw at the cost of the environment and safety of others trying to enjoy the beach. Residents would try and educate only to receive abuse from those driving and parking past the no car zone. Council, and volunteers who were receiving money to allow people to be on the beach doing nothing. Only last year did I finally see council a



few times but that was after years of requesting and seemingly only then because of social media pressure. Hopefully it gets done before more damage occurs or before someone, their child, or pet is killed

8. I would also support a full ban of cars on all beaches
9. Having been in Sellicks Beach for many years I find that the majority of vehicles on the beach actually do the right thing. Yes there are a minority that still break the rules but that will always be the case no matter what rules or restrictions are in place. Why doesn't council use this as an opportunity to fund raise by adding cameras and sending fines the same way police do with the million cameras on roads capturing red light, speeding, seat belt and mobile use. Fines would more than cover the cost of technology and administration whilst correct beach users would still enjoy an unrestricted stretch of coastline as we always have.
10. There needs to be more policing of vehicles on beach as they speed all the time There should be a vehicle size limit ie no buses on beach Make the car free zone larger please
11. Seriously why wouldn't you put the sign up and monitor the response in behaviour before wrecking the aesthetics of the beach. Do you have any data as a baseline as to how many cars actually drive past it before the sign was damaged, after the sign was damaged etc please take a practical approach to this then ruin the beach with another eyesore
12. The sign is not working. People think they are above the rules.
13. Vehicles ignore the vehicle restrictions in this location therefore the bollards are necessary to prevent illegal access to the already restricted area. A safe vehicle free space on Sellicks Beach is long overdue, families and beachgoers will be safe and can enjoy the foreshore without the fear being run over.
14. If you are in the car free zone, particularly if you have children with you, you need to be able to relax and move freely on the beach and not have to keep a constant lookout for cars. If people ignore the 'No vehicles beyond this point' sign, it is very likely they will ignore the 10kph speed limit. Therefore, I see no valid argument against the proposal other than visual impact. That argument is difficult to uphold as bollards are used on other beaches to maintain safety.
15. Recently 24/1/26 we had a pod of dolphins swim right up to the shore south of the bollards. I was swimming when a female dolphin and her calf came right up to me and others. The dolphin pod completely ignored the entire area where cars were parked. Why? It was probably the jetskis constantly revving and ripping up the water with their propellers. Then, a jetski came screaming out and went within 50-100m of the non-driving area. It scared the dolphins away from that small area we have left which is natural. Can we please reduce these jetskis? Can they stay away not 100m but nowhere at all from the bollards and out to the ocean? <https://www.theguardian.com/uk/2000/aug/26/12> I am concerned that all the motor oil and jetski exhaust is poisoning the sand, therefore sandworms, therefore fish, therefore dolphins with cadmium. Autopsy on dolphins in coastal SA have found cadmium and mercury in their blood. More people can actually fit on the beach without cars, and it's safer. If there is a parking concern on the streets above, then this is a separate issue! I frequently dive underwater around the seaweed and rocks at the southern end of sellicks beach. There are only a handful of small fish left alive and no crabs. Yet, all day long, someone appears with a fishing rod to kill or stab what is left. As soon as this person leaves, another person appears with a rod. The fish are being terrorised. These fishing people are too lazy and scared to actually go underwater and see the damage they are doing. And of course, they never catch anything worth eating. In addition, underwater I can almost constantly hear the roaring of jetski engines. Above the water, I can hear the jetskis roaring as loud as a motorbike, it's a beautiful backdrop for a horrible noise. If the noise is travelling underwater, then it's affecting all the marine life which depend on sound to communicate, all species of dolphins and whales. In other words, given the constant state of terror the aquatic life is under, is it possible we could make a marine park from the bollards in a line to Myponga beach? And say, no jetskis or boats can cross this area or fish, so that the marine life can come back to a normal standard of survivability? That might actually attract people interested in a natural experience, walking on the beach without the crowding of 4wds, utes, bullbars, jetskis, loud music, dogs and barbecues, etc. It would be nice. Thank you for your time.
16. Bollards are important to stop people driving past the sign saying not to drive past. People ignore it, I have turned people around when I've been walking on Sellicks beach. Please instal bollards so that we can keep that part of Sellicks beach free of vehicles.
17. While I support the bollards to ensure people are doing the right thing, I'd prefer to see no vehicles on beaches due to the environmental and safety impacts. By-law changes would be preferred than physical



infrastructure on our pristine coastline, but in the absence of by-law changes the bollards are necessary because of people continuing to do the wrong thing.

18. We propose a larger area of good bathing to the immediate left of the Sellicks Beach ramp for families to safely enjoy. We don't need cars everywhere. I have previously filled in this survey but wish to add a few more comments. As a regular beach goer, an ex scuba diver, I'm very passionate about our coastal and marine environment. I've lived at Sellicks for 23 years now. This summer so far, I've witnessed numerous members of the public drive further than where the no go sign is. One problem now, is the new sign is too low and cars park in front of it and drivers can't see it at all. There have been community discussions about this on social media and a variety of reactions and feedback re the bollards. I'm all for it because this will protect our precious coastal environment. It will stop people from driving over the reef at the point where the large rock is. There are intertidal creatures that inhabit those rocks, including intertidal worms, molluscs etc. And further around at Shark Bay, a marine and coastal eco system that needs protection from people that have no disregard. They are just there for their own selfish fun. The people that don't want it because of aesthetics are not understanding the environmental impacts cars are doing and it's only going to get worse when 1700 houses are proposed in the future. This has to stop soon. I'm all for bollards to protect our beautiful coastal environment. Thanks.
19. Yes GREAT IDEA!! Include a sign about the reason why, as well as informative signs about beautiful wildlife and plant species to look out for. This is great for kids! They are all over beaches in NSW
20. Strongly support this proposal because of the number of cars I see breaching the signed instructions
21. Strongly support this proposal
22. The reason I support the bollards proposal is that despite clear signage people continue to drive past it. Just today a community member posted photos of a jeep driving around the bay. Some people say we should just advise people who do this that it's not permitted, but I'm a small woman and have been verbally abused by people when I do this. I don't think it's my job to police community. I understand the arguments about visual impacts to an incredibly beautiful area, but this is a safety issue for people. It would be a measure to protect the environment from further damage. There have been instances of dangerous driving around the bay, or 4WDs trying to drive into Cactus Canyon or even across the fragile reef. My family has been here for a century this year, and sadly I think it has become necessary.
23. Im in favour of this proposal because I have concerns of the damage and impacts of cars on the beach.
24. I propose the Council consider a well positioned camera to record registration numbers of offending vehicles with associated procedures to prosecute registered owners/drivers.
25. I have a shack at Sellicks Beach which has been in the family for 3 generations. I visit the beach almost weekly and have been there every night for the last 2 weeks while on holiday. Every evening there have been cars parking on the beach and doing 'donuts'. The current signage restricting car access to the area is ineffective and is blatantly ignored. Multiple cars drive along the beach daily to the reef and park on the beach past the sign, particularly after work hours when the council's community vehicle no longer patrols the area. People, and in particular families choose to sit in the car free zone because of the perceived increased safety. Unfortunately I have witnessed multiple occasions over the years when kids run out in front of cars because they don't expect cars to be driving through the area and parents are not as vigilant creating increased safety risk to beach goers. The presence of cars on the restricted section of the beach causes unnecessary tension between people who respect and support the car ban and those who ignore it. There are frequent verbal altercations between people which effectively ruins the enjoyment of being on that part of the beach. This occurs on nearly every occasion that I have visited the area. Allocations range from heated debates to fist raising - it makes the whole experience unpleasant and not family friendly, effectively undermining all of the council's effects to provide a safe zone for beach goers and a protected area for the environment.
26. As usual, the engagement process limits what is actually needed: a decent area for pedestrians and a limited area for cars.
27. Excellent idea. I often see cars driving past the no-vehicle area sign and I am very supportive of the proposed bollards.
28. Really need bollards ! The reef, rocks, caves, everything in that unique area, needs to be protected. People do not need to drive there!!!
29. Safe, car-free beaches are really important to me and for child and dog safety. I generally go to Port Willunga now so I don't have to do battle with cars.
30. I would like to see solid hardwood (eucalyptus) used as the bollards, not treated pine.



31. If this is the only way to keep cars away from this area then I fully support the proposal. This is also a leash free area for dogs but with the amount of cars and people that either cannot read or choose to ignore the signs this has become a danger.
32. Please also install Penang bollards at the northern end of Aldinga Beach (before Snapoer Point) where a sign currently exists regarding no cars beyond that point... but is often completely ignored by some drivers
33. It would keep the area safe from vehicles. People either don't see the sign or disregard it completely, and often refuse to budge when they are made aware of the no vehicles south of the boardwalk. It's unsafe for unleashed dogs and kids
34. Bollards or large rocks - like at Christine's Beach..... but something has to be done.
35. I think restricting vehicle access with a physical barrier is very important for maintaining biodiversity and providing a safe place for beachgoers who don't want to park on the beach. Without a physical barrier vehicles will most definitely drive into that area.
36. Focus on more important matters.
37. PAPER SURVEY ENTERED BY STAFF Installation needs to be ASAP because beach visitors already believe they have driving access all the way to the rock platform because the advisory sign has been missing since June.
38. PAPER SURVEY ENTERED BY STAFF These bollards need to be installed and done so ASAP! Visitors to Sellicks Beach will continue to drive past the new sign (as they have done with the old sign) without any care for our beach or the rock platform. They have been doing this since June when we lost our old sign, driving in the off lead area and onto the rock platform to shark bay. Plus some do donuts on our beach, not caring for the locals walking their dogs or playing with their children on our beautiful beach. We need these bollards for the safety of our beach.
39. I think the bollards are necessary to stop cars from driving on the southern most end of Sellicks Beach. Without bollards there will be a minority of public that will not adhere to signs. As a local I have witnessed offences many times and I am concerned for our coast, animal life and safety of beach goers.
40. I'd prefer NO CARS ON THE BEACH. So many cars makes it unsafe and unenjoyable too residents who walk to the beach to swim. It feels like you're going for a swim in amongst cars. Sellicks is a small beach keep it for beach play and ocean swimming not cars driving on the beach.
41. Add clear signage to indicate car restrictions BEFORE the restricted area. Add clear signage to indicate that the area south of the bollards is a leash-free area where people can allow their dogs to free run (trained dogs subject to recall). Discourage people with nervous or reactive dogs from walking them in this area. I have experienced aggression from owners of such dogs while allowing my well behaved, responsive dogs to run free. I think it's a great idea, especially in these times, with hoon drivers all over the place & people who think they can do whatever they want, regardless of rules or signs! It provides better safety for the birds & wildlife that may be around the area, & also for people who just want to have a safe place to walk along the beach, or have a quiet picnic with their children & not have have to constantly worry about cars driving past.
42. No posts on the beach please...
43. I would also recommend bollards adjacent to the second set of wooden stairs at the end of the walking path behind Seascape View. There's plenty of other beach space for cars.
44. I'd prefer to ban cars on the beach at Sellicks altogether to preserve the beauty of this beach and to be able to continue to use to use the beach on foot. It feels unsafe walking in the beach with cars on it and therefore we don't access it during summer as residents.
45. Regularly see people ignoring the sign & driving into the no vehicle zone.
46. It is clear that, people don't follow the rules and so further measures need to be instigated to provide safe spaces to walk. dogs,. In fact, I would be happy for the no. car areas to be extended further. There also needs to be larger and much clearer signage about all vehicles leaving the beach at sunset and NO camping on the beach. This continues to be an issue and there are no apparent consequences for those who break the rules. At the bottom of the Sellicks ramp, there used to be a large sign with the rules and with a phone number to report breaches of these. This sign needs to be reinstated to ensure safety for all beach users, for the protection of the sand dunes and to minimise damage to the fragile coastal environment. For the massive amount of council rates we pay, it is imperative that this coastal area is preserved and protected.
47. Increase patrols and give infringement notices. Fines will deter

48. We need to stop people from driving past the no go sign, which some believe they are exempt and the sign doesn't apply to them.
49. As a local resident, I have raised concerns about ongoing vehicle access in the no-vehicle zone for 3+ years with council. It is regrettable that only after Yahoo News was involved did the council choose to act. Although I understand what I can influence I am asking that the Council considers bollards on Aldinga Beach near the reef. At all times of the year cars travel past the sign and often camp. Please protect our beaches. Bollards are the right solution to support this restriction.
50. The current new sign, banning cars from going south of the long steps, is totally inadequate. What were you thinking!!!
51. Fully support the installation of bollards as observed an increased number of vehicles driving and parking beyond the authorised area. The adjacent reef and cliff slopes are important biodiversity assets. Preventing vehicle access ensures there is less disturbance to fauna and associated habitats. In addition to supporting the installation of bollards to protect coastal vegetation and wildlife, I am particularly concerned about the ongoing problem of hoon driving and unsafe vehicle activity on Aldinga Beach. Despite existing restrictions and previous management efforts, some drivers continue to use the beach as a speedway, creating hazards for other beach users, damaging fragile dunes, disturbing shorebirds and marine life and undermining the natural values of our coastline. To genuinely address this issue, I strongly support the establishment of a designated human-only zone north of the aquatic reserve. This area should be clearly signposted and physically protected so that pedestrians, families, fishers, and people accessing the intertidal environment can enjoy the beach safely without the constant threat of vehicles driving at speed nearby. Implementing a vehicle-free area would: Improve public safety for walkers, swimmers, and children Protect wildlife habitat, including shorebird nesting areas and intertidal ecosystems Reduce erosion and environmental damage caused by tyre compaction and disturbance Enhance recreational experiences for non-motorised beach users Physical measures like bollards are an important start, but they must be complemented by effective enforcement, clear zoning, and ongoing monitoring to ensure compliance and genuine improvements in safety and environmental protection. A human-only zone north of the aquatic reserve would be a significant step toward safeguarding Aldinga Beach for everyone and preserving its natural values for future generations.
52. I strongly support this idea having been a dog owner and also having young grandchildren who do not frequent the beach due to concerns about the cars. I just walked around the area and there are many tyre tracks going past the sign so people are choosing to ignore the sign. Bollards are a great idea as the sign clearly does not work very well. The plastic bollards are still there and may help a little. Also having seen how well the bollards work in Aldinga I think its a great time for Sellicks to do the same.
53. Something needs to be done to keep that zone car free many people just dont care what the signs say, even the areas of birds they don't care about. Only way to stop it happening is by the bollards I fear
54. I think there needs to be a lot more done to stop all vehicles going onto beaches. They damage the environment and kill and affect wildlife. It really makes me feel physically sick thinking of the wildlife that are affected because of vehicles. The whole thing is really out of control and councils need to get a backbone and do something about it.
55. Lowering the height of the sign when it was replaced recently has increased the need for some other form of deterrent - eg bollards. Numerous cars were in the prohibited area on Christmas Day (2-4 pm) and the 3 drivers I spoke to all said they hadn't seen the sign. When a group of cars are parked close to the sign, that is not an unreasonable claim!
56. This is becoming more urgent as more people visit our beautiful beach and continue to disobey the beach rules, leading to safety issues in the no vehicle zone!
57. Make them big and hard to move. This will be amazing for safety and the environment.
58. So sick of people not respecting the no vehicle zone. So many read the sign but still go. So many times I have been abused for just highlighting the sign to people. Bollards is the ONLY way, should have happened a long time ago!
59. Place signs near the beach entrance detailing the restricted zones. Have police go and hand out on the spot fines to anyone in the restricted zone. It's not rocket science.
60. We enjoyed taking our car down the beach but we really do need to preserve some of the beach free from traffic.



61. As a local with dogs and family members with lots kids I love that there is a section where kids and dogs can run without being worried about cars. However every summer so many people ignore the sign and it gets extremely frustrating in an area that should be safe and car free.
62. Id love to see the same to the North of the Aldinga Beach ramp, as people drive over the reef there all the time!
63. It always aggravates me when people drive beyond the sign. By the way, the sign was missing when I walked down there a couple of weeks ago. Now, if we could get people with dogs to keep them leashed north of that line, that would be wonderful, but another investigation!
64. I agree with the placement of bollards in this location. It would be good if they were constructed so that they blend into the environment and be made from a natural robust material such as the bollards currently in place at Silver Sands
65. YES !!!! Leave the beaches alone !!!!!
66. Additional bollards required at Aldinga Beach with a gate that can be opened during summer to prevent the ongoing issues of cars accessing prohibited area. If council's true concerned was the conservation of the beach, and not revenue raising, then they would be doing anything possible to limit the continual offending during non-daylight savings times
67. Its great that we are able to take our cars down the beach, but its really important to ensure that we provide car free areas too.
68. It would be good if locals of Sellicks could have their own area on the beach, as on a hot day & public holidays, its impossible to enjoy our own beach. Bollards would be good as perhaps we can enjoy the top end with less people, although we will have to climb the stairs! YES, I'm in favour for the bollards for the environment & wildlife, also for more segregation for us locals to use the beach where other people can't dive and park. Would be awesome for a foot path, jogging track, lighting along the espy too.
69. Do not add bollards to the beautiful coast of Sellicks Beach
70. nothing further. So pleased that restrictions will continue in this area of beach.
71. I am on the side of no vehicles on our beaches, so anything that reduces vehicles at Sellicks Beach is a win. thankyou
72. It's clear that the signage doesn't stop cars entering the reef area. Bollards don't look good but it seems to be the only way of protecting the reef and providing an area where dogs and children are a bit safer. I know that this is not in the remit but I would prefer that there could be a larger area for a no car zone for this reason as people don't stick to the speed limit. Access for boat launching only, would be my choice ultimately.
73. Signage and policing hasn't worked. I support physical barriers to reduce vehicles on the closed section of beach.
74. Many times I have witnessed cars drive further than permitted, right around to Shark Bay. My concerns are the damage to the environment this does and for complete disregard these people have for our coastal environment. Absolutely 100% bollards are needed.
75. I think its a shame you have to do this but in my experience there are always a couple of idiots who think the No Cars Past this Point sign doesn't refer to them! So yes, do it and that will ensure you dont have to look out for cars in the no car zone. 100% in favour
76. I support the proposed bollards 100%. I have lost count of the number of times I've seen speeding vehicles ignore the signage and drive into the no-vehicle zone, placing children - thinking they're playing on a safe part of the beach - in danger. Every summer the police are called to physical confrontations between concerned beachgoers and drivers of cars in the no-vehicle zone. There is absolutely no downside to installing bollards. 100% support!
77. We must have these bollards installed as so many people are ignoring the sign . Safety of people and dogs is paramount in that area, where they are free to roam around
78. Cars already breach the exclusion zone so thus is an appropriate response. Also, I know it's not for this project, and it's an off leash area for dogs , but when there are often large dogs off leash and I am walking down there, it can be extremely intimidating and dangerous .
79. I have lived in Sellicks Beach for more than 20 years and this is very welcome to prevent unauthorized access to the restricted zone. Due to the location at the very southern area of Onkaparinga limits, it is difficult to get timely response from Community safety officers in the event of a breach.
80. I note the sign indicating the limits of vehicles travelling on Sellicks Beach was just replaced yesterday 04/12/25. In the period prior (to sign being replaced) vehicle were regularly travelling as far up the beach

as Shark Bay. Driving over reef, rocks whatever, may of theses drivers regular visitors to Sellicks Beach and aware of the limit to driving where the sign normally marks the spot for cars to stop. There is no need and it is destructive for vehicles to be driving up this section of the beach and goes to show why bollards are necessary.

81. Appreciate Council being active in this matter!
82. Regular monitoring of traffic and behaviour on our beaches would still be essential after bollards are installed.
83. Free permits for ratepayers is excellent
84. Perhaps large boulders in place of bollards
85. At times of high tide it seems many vehicles are driving along and parking on the loose rocks behind the beach sand despite existing poles and some signals. Additional poles and signage could be helpful to stop this. A high definition and secure web cams at beaches may be of assistance. They could have other valuable uses as well.
86. Using big boulders would look more natural and weather better.
87. I think large rocks/boulders should be used as they will blend in with the cliffs and surrounds.
88. Cars need to be restricted on the beach especially in busy times. A beach is not a carpark. The fragile ecosystem can't handle it I also would like more fines for those who park on soft sand and pebble banks  
Thanks
89. Think it's great idea in past people always drive past sign have had to tell them to go back
90. I think if we are installing bollards there it would be beneficial to install them at the northern end of Aldinga Beach where it is also a vehicle excluded zone, for consistency. It is a plover breeding area and frequented by vehicles doing donuts.
91. Please consider the same approach for the vehicle prohibited area at the norther end of Aldinga Beach as well as a physical barrier for the seasonal closure of Aldinga Beach
92. Works perfectly for Moana - Im all for it.
93. Just went for a walk along the beach and there are two vehicles past the old signpost spot. Why can't a new sign be installed immediately rather than waiting months for the bollards?
94. It's an important project as it should stop the destructive practice of cars accessing the no-vehicle zone south of the Sellicks Beach access ramp.
95. Leave the beaches as it is. !!!!!!!.
96. Find a way to regulate traffic without removing it all together.
97. Great idea. This will provide a safer area for birdlife. Additionally there are too many risks of vehicle entrapment and misbehaviour beyond this point. Same should apply at the northern end of the beach adjacent to the Aldinga Reef where cars are often driven north beyond the sign. Clearly people choose to ignore signs.
98. It is a necessary improvement to protect the beach
99. Strongly support this project.
100. Would be great to see rate payers money being used wisely. Start by maintaining what we have not spending more money unnecessarily on things which are not required!
101. Bollards work well at other beaches. It should work well at Sellicks.
102. great idea to put emergency gate
103. I'd like to see a cliff railway installed at the Southern end by Cactus Canyon - like Babbacombe in Torquay UK .... Failing that new steps access to the beach near Cactus Canyon.
104. Excellent plan (far too many motorists can't/won't read signs & a barrier will greatly assist)
105. This sounds a very good idea. I am a regular visitor to the beach. It seems like a win for all concerned
106. This action needs to be repeated on a number of our beaches in an attempt to save the populations of Hooded Plovers at the very least.
107. Need to keep vehicles contained for safety.. I don't agree with vehicles on the beach. A number seem to be bully boys with no concern for residents
108. My reasons are: To protect the safety of children, families and pets using the non- vehicular part of the beach To uphold the existing designated area for vehicles To prevent drivers of vehicles bending the rules to suit themselves at the expense of others enjoyment of the beach
109. As well as the bollards in this location I think even more no car areas on the beach. The non-existent speed limit enforcement makes it too dangerous for children and animals, even as an adult I was almost hit by a car going too fast



110. Council needs to prioritize its focus and its budget so that critical needs are met - for example I see the planting of trees under power line which is very strange - it creates a need for ongoing maintenance. Surely this can be managed better?
111. Cameras or increase the fines !
112. Families with young children should have an area at the beach children are in a safe supervised area to enjoy the beach while not having to worry about traffic/cars as they do in reserves and playgrounds. Also this would enable anyone an area to walk safely and enjoy the beach As a grandparent the traffic is a constant worry and hopefully will deter launching of boats /JetSki in that area We have a lengthy coastline which offers an ability to enjoy many beach activities so please provide a child safe area for families Thank you Teza
113. i think its time toi stop people driving on moana beach - Moana is now in the suburbs and not a remote beach anymore - people who want to drive on the beach can do it on silver sands / sellicks
114. Good luck. This past winter I can't see the bollards surviving winter and then going far enough out when the beach returns. I really hope the bollards work.
115. I am against any beach access by private vehicles along the entire coastline. Signs are ineffective - there's always members of public that ignore signs so anything that physically restricts vehicle access I support. I do not visit beaches where vehicles can access.
116. Signs on beach re 10ks speed limit require a great deal more consideration Community car presence needs to be increased Static speed camera installation please
117. A very welcome proposal to protect that part of our beach from unauthorised access! Thank you!
118. Thankyou Thankyou Thankyou!! For 10 years of living in Sellicks Beach we have had to watch cars constantly ignore the current sign and drive all the way down the beach before turning. This is a very small part of the beach and the only safe beach in Sellicks for children (and dog walkers) to play without the fear of cars driving up and down the beach. We use this area of the beach a lot and regularly have to stop vehicles, some of whom simply do not care. Locals here will fully support this proposal - Thankyou Onkaparinga Council for bring active and installing much needed bollards. Thankyou
119. Yes. Stop wasting money on stuff like this and spend ity on cleaning up the area. This stuff ends up on the ocean. Clean up the dam area before wasting money on overseas trips and this garbage.
120. Why not install a No Right turn / no access sign, with a \$1000 fine. Enforce this and I bet they will not do it again. How many cars are involved for the sake of making an issue with ugly infrastructure. Even a fake camera will do more good than bollards.

**Can you provide any suggestions on how we can improve on our engagement approach?**

1. No! Improvement, including suggestions 'how to improve' should be inherit in how council does business
2. I think this has been a fair process. Thanks for doing this.
3. Actually listen to what what the locals want.
4. No login, give each household in the letter drop area a pincode to login
5. I thought the Onkaparinga Council engagement via the Sellicks Facebook Group was well done. The person concerned didn't rise to inflammatory and intemperate language. I think it would be worth using more than one social media platform. Instagram also has a very wide reach, for instance. I've observed that there are a couple of community members who shout others down, so private feedback is excellent. Some reminders about approaching feedback deadlines would also be valuable. Thanks for everything you do. I appreciate the opportunity to contribute.
6. Your Say is an incredible initiative, and I am very happy to provide inputs whenever possible. Congrats on how you make this work and the completeness of the information provided.
7. I do not know the Your Say team in person or how i could contact them directly. But your online access is impeccable.
8. More transparency with the process. There is no transparency on who is behind the push to have so much car access at Sellicks Beach. There is no transparency on decision making.
9. I'm quite happy about how the process works.
10. Community engagement before announcing these are the bollards we are having.
11. "Hard" - Easier on paper than e-mail. Comment made against question "I knew how to contact the Your Say Onkaparinga team if required" Answer "Agree" - Spoke with council rep at Aldinga library. Additional comments: Make it more widely known that a hard copy survey instrument is available for those who

don't use electronic means, eg some elders. I was advised and assisted by the Onka employee at Aldinga library.

12. "Hard" - Much easier on paper. I had a hard copy printed for me at the Council by the lovely staff. I find it hard to do things online. Comment supplied to question: "I knew how to contact the Your Say Onkaparinga team if required?" Answer "Agree" - I had the information emailed to me by Leon Bignell's receptionist - Jessica. Additional Comments: It would be wonderful if hardcopies of this survey could be available for those like me that find it hard and for elders who don't have a computer etc, but would like to have their say. For me, I went to Leon's office and spoke to Jessica firstly to ask when will our sign on Sellicks Beach be replaced and having bollards installed would be the best solution to stopping visitors that come to Sellicks driving beyond the sign into the off lead area for dogs and family safe area for their children to play without worrying about cars. Our rock platform needs to also be protected from being driven on!! I have been using the off lead area at Sellicks with my friend and our dogs for 20+ years and want to continue this onwards! Thank you
13. Just to really listen to the suggestions of locals. We are the ones who live here and are affected.
14. As the council rate payers of this area - ask the residents by sending out a survey. Recently trees were planted down our street without consultation
15. Only saw it on 4/1/26 not enough time for feedback
16. More than the little signs posted would be useful.

## Appendix C: Submissions and correspondence

SUPPORT FOR  
BOLLARDS ON SELICKS BEACH.  
'YOUR SAY'

I strongly support having Bollards on Sellicks beach.

I believe having Bollards on the beach will be far more effective than signage that ~~it~~ appears to be ignored anyway.

I believe the bollards will help to make the beach safer for children and people walking on the beach.

As to materials of the Bollards, I think that council will research the most durable materials.

I usually complete 'Your Say' surveys on line but this time it was impossible! Has the format changed?



**From:** DEW:Green Adelaide Referrals <[DEW.GreenAdelaideReferrals@sa.gov.au](mailto:DEW.GreenAdelaideReferrals@sa.gov.au)>  
**Sent:** Wednesday, 21 January 2026 10:47 AM  
**To:** Mail <[Mail@onkaparinga.sa.gov.au](mailto:Mail@onkaparinga.sa.gov.au)>  
**Subject:** Proposed bollards at Sellicks Beach - Green Adelaide comments

You don't often get email from [dew.greenadelaider referrals@sa.gov.au](mailto:dew.greenadelaider referrals@sa.gov.au). [Learn why this is important](#)

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## OFFICIAL

Attention: Asset Planner – Coastal

Thank you for the opportunity to provide feedback on the proposed installation of bollards at Sellicks Beach, along the existing no-vehicle zone.

Green Adelaide supports the installation of proposed bollards to prevent vehicles from entering restricted areas, both from a beach-user safety perspective but also for protection of coastal environments and wildlife.

The City of Onkaparinga is to be commended for its collaborative work with BirdLife Australia and Green Adelaide on beach-nesting bird conservation and responses to improve nest site protection.

Green Adelaide understands this consultation does not relate to the existing no-vehicle zone south of the Sellicks Beach ramp and no other zones/beaches are being considered through this process. However, Green Adelaide would like to take the opportunity to suggest the need for review to better protect threatened coastal species. BirdLife Australia consider these beach locations as high risk where threatened birds are particularly at risk of vehicle strikes.

Green Adelaide would urge the City of Onkaparinga to consider broadening vehicle restrictions in the Sellicks Beach and Silver Sands foreshore areas known to be used as Hooded Plover nesting territories such as Washpool / Aldinga Conservation Park.

The eastern hooded plover (*Thinornis rubricollis rubricollis*), is listed under the Environment Protection and Biodiversity Conservation Act 1999 (EPBC Act) as vulnerable. The EPBC Conservation Advice outlines that hooded plover face a number of threats, including crushing or disturbance of eggs, chicks and nesting birds by human activities as well as indirect impacts of vehicles on prey availability. The EPBC Conservation Advice identifies a number of management actions required including:

- Manage the use of (and access to) key beaches for recreation when plovers are breeding – e.g. discourage or prohibit vehicle access, horse riding and dogs from beaches; implement temporary beach closures; erect fencing to prevent people entering.



- Adequately police beaches to ensure compliance with regulations, especially those relating to dog walking, and undertake a review of existing regulations to assess whether there is room for improvement.
- Educate the public in research, monitoring, management and advocacy efforts.

As well as potential risk of vehicle mortalities, studies commissioned by Council (Clarke, Beverley, 2008, Social Investigation in Flinders Research Centre for Coastal & Catchment Environments (FR3cE) 'Vehicles on Beaches Final Report to City of Onkaparinga') indicated *that vehicles may cause sand compaction on beaches and also have significant effects on wrack-associated macroinvertebrates, resulting in lowered abundance and richness of these animals. Potential impacts on wrack-associated macroinvertebrates have significant ecological implications, through the reduced capacity of these communities to process and pass on energy from wrack deposits.*

Additionally, for species such as red-capped plover (*Charadrius ruficapillus*) there is a clear trend for fewer plovers on beaches as human activity increases.

While not formally listed, declines in red-capped plover numbers over sixteen years of BirdLife Australia shorebird surveys across Gulf St Vincent remains a cause for concern. It is likely that unsustainable rates of localised breeding failure are contributing to this trend. To address this issue, targeted investment in breeding monitoring and the implementation of threat-mitigation measures is strongly recommended.

The City of Onkaparinga has made a good effort to mitigate vehicle threats by adopting a by-law that vehicles are not permitted within 20 metres of signposted fenced nesting zones. Green Adelaide considers this a positive step, however after hatching, wet sand areas are critical habitat for chick survival.

Green Adelaide suggests council seek to re-evaluate vehicle management approaches in the future to better align with national EPBC Conservation Advice and protect sites of high conservation value for threatened species such as Hooded Plover.

For further information on any of the matters raised please contact [REDACTED] Team Leader, Coast and Seas at [REDACTED]

Kind regards

[REDACTED]

Policy Officer, Planning  
(Please note I work M, W and F)

**Green Adelaide**

Department for Environment and Water  
81-95 Waymouth Street, Adelaide 5000  
GPO Box 1047, Adelaide 5001



**From:** [REDACTED]  
**Sent:** Mon, 1 Dec 2025 13:48:27 +1030  
**To:** "Mail" <Mail@onkaparinga.sa.gov.au>  
**Subject:** Bollards on Sellicks Beach and beach car parking at Aldinga Bay  
**Categories:** Heidi

[You don't often get email from [REDACTED] Learn why this is important at <https://aka.ms/LearnAboutSenderIdentification> ]

Caution: This email originated from outside of the organisation. Do not click links or open attachments unless you recognise the sender's full email address and know the content is safe.

Hi,

1. I am writing to say yes to bollards on the south side of the ramp at Sellicks Beach. Unfortunately some people read the signs but don't think it means them! Also, parents with small children need to feel safe.

2. The same applies for the cars on beach area at Aldinga Bay, near the SLSC.  
Has it been suggested by anyone else that vehicles only go on the south side of the ramp and leave the north side free for beach goers only, no cars (or vice versa). Especially those with young families. It is currently very dangerous, as some folk never stick to 10km.

Also, it's good in summer to not be overtaken by myriads of vehicles on the beach.

I responded on this site rather than the one on Facebook re Sellicks because I'm not keen to give password details etc so could not respond there. Sorry.

[REDACTED]  
Aldinga Beach resident.  
[REDACTED]

## Appendix D: Maps

Resident and businesses mailout distribution





## On site signage locations





## Appendix E: Promotional materials

### DL Flyer & Onsite Signage



#### The proposed bollards aim to:

- improve beach safety
- protect the coastal environment
- prevent vehicles entering restricted areas.

This engagement follows a deputation presented at the 14 October 2025 Council meeting and a subsequent notice of motion. It builds on previous Council discussions and community feedback about bollards and signage at Sellicks Beach, Aldinga and Silver Sands, which date back to 2018.

#### Your feedback matters

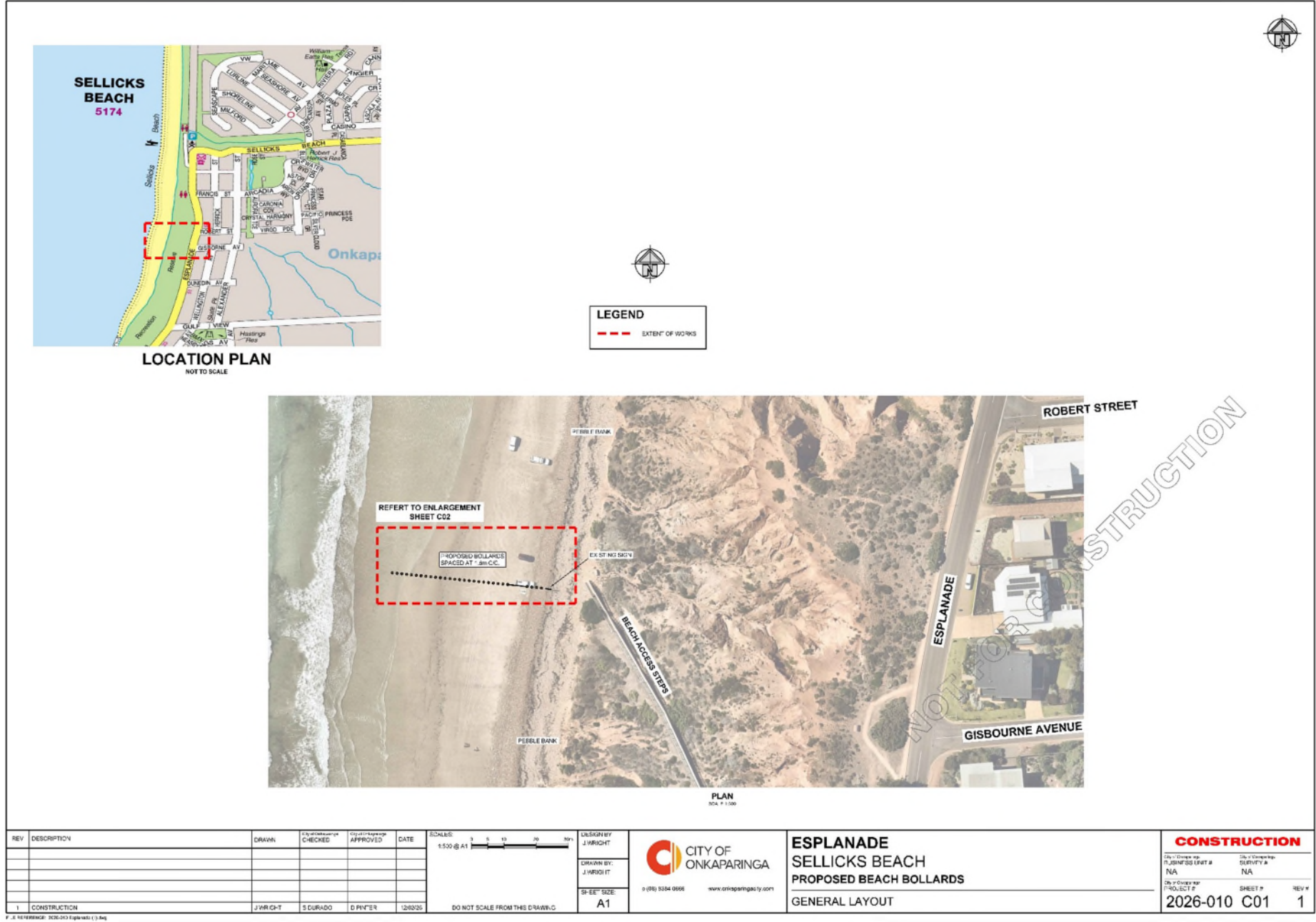
Tell us what you think about the proposal and share ideas for the design and functionality.

To learn more and have your say, scan the QR code or visit [yoursay.onkaparinga.sa.gov.au](https://yoursay.onkaparinga.sa.gov.au)

#### Community engagement closes

Saturday 28 February 2026









## 10.10 GREEN ORGANICS DROP OFF

### Report contact

James Palmer, Team Leader Waste & Recycling (Acting)

### Manager

Joshua Rose, Manager Civil and Waste (Acting)

### Director

Matt Buckell, Director Operations (Acting)

### Meeting

Council

### Date

17 March 2026

### 1. Purpose

To respond to the Notice of Motion endorsed by Council at the 20 January 2026 meeting, requesting a report outlining practical measures to reintroduce free Green Waste Passes, including associated financial, operational, environmental and community considerations, to inform deliberations as part of the 2026–27 Budget process.

### 2. Recommendations

**That Council:**

1. **Note the agenda report and council organics service comparison (attachment 1 to the agenda report).**
2. **Approves the**
  - a) **continuation of the existing fee-for-service model (Option 1)**
  - b) **service eligibility remains as residential use only.**

### 3. Executive summary

Council's primary service to assist property owners' kerbside disposal of waste, recyclables and organics is via the three bin kerbside collection service. Depending on the type of property, users can access weekly waste collections along with fortnightly recyclables and organics collections. Council also provides a Green Organics (GO) drop-off service as a discretionary organics service originally introduced when our green organics bins were collected every four weeks. In 2024–25 as part of a broader range of budget measures, with a focus on budget repair, this service transitioned to a user-pays system. Change to a user-pays system means that only those who utilise extra services bear the additional costs, rather than spreading the expense across all ratepayers.

This report outlines the background to the service, post-implementation outcomes of the current fee-for-service model, and an assessment regarding the possibility for reintroduction of free passes. It examines costs, operational requirements, environmental and community impacts, funding considerations, and comparative practices across other councils.

Whilst still in the early stages of the service transition, the long term impacts are yet to be quantified. Early indications show an improvement in kerbside presentation rates, continued use of the user pays service, no significant increase in illegally dumped organics and a general acceptance of the change by the majority of our community reflected in a decline in complaints received. The current model continues to support those in our community who have a greater need for the disposal of bulk organics. This involves discounted rate for the disposal of 1 cubic metre of organics up to 15 times per annum, whilst those of our community who have no need or ability to use the service aren't financially subsidising the service for others.



#### 4. Background

On 20 January 2026 a Notice of Motion was approved:

*That Council;*

1. *Requests a report outlining practical measures to reintroduce free Green Waste Passes for City of Onkaparinga residents, providing one free pass per quarter (four per year) for use at Council's waste and recycling depots.*
2. *Requests that the report include:*
  - a. *Cost estimates associated with reintroducing and administering the free pass system;*
  - b. *Operational considerations, including eligibility criteria, pass distribution options (digital and physical), and usage tracking;*
  - c. *Environmental and community benefits, including impacts on green waste recycling, landfill diversion, and reduction of illegal dumping;*
  - d. *Potential funding and resourcing options, including integration with existing waste management budgets or partnership opportunities with service providers;*
  - e. *That details be provided of the practices that have been adopted for the following council areas of - City of Marion, City of Mitcham, City of Holdfast Bay, City of Playford, City of Salisbury and District Councils of Adelaide Hills, Alexandrina and Yankalilla including whether fees are charged for this type of service, (or are they free,) including the amount charged by way of volume, the frequency that residents can use this service and drop-off locations and whether those locations are under the control of the relevant Council or privately operated.*
3. *Requests that the report be presented to Council no later than March 2026 to enable consideration for inclusion in the 2026–27 Budget process.*

Council's primary service to assist property owners with the disposal of waste, recyclables and organics is via the three bin kerbside collection service. Depending on the type of property, users can access weekly waste collections along with fortnightly recyclables and organics collections. The Green Organics Drop-Off service was originally introduced to provide residents with an alternative disposal option following the introduction of four weekly organics collections. The service was later retained during Council's transition from four weekly to fortnightly kerbside organics collections to support residents in bulk organics disposal.

As a metropolitan council, we are required by the *Local Government Act 1999* (SA) to provide a waste collection service. To comply with the South Australian Environment Protection (Waste to Resources) Policy 2010, we are required to provide a weekly general waste collection. We must also offer source separation. This means that while weekly general waste must be maintained, the frequency of recycling, organics, hard waste and illegal dumping collection services can be altered to suit community need and budget constraints.

Whilst the bulk organics service is not a legislative requirement, it has historically been provided as a discretionary service. Under the former model, all residential properties could register annually for a bulk green organic pass, with each pass providing 15 tokens allowing disposal of up to one cubic metre per token.

In 2024–25 as part of broader range of budget measures, with a focus on budget repair, the service transitioned to a user-pays system. Implementing user-pays systems to services allocates expenses based on usage, reduces the rate percentage for everyone. Only those who utilise extra services bear the additional costs, rather than spreading the expense across everyone's rates.

Post-implementation monitoring indicates that while service use is lower than predicted, it continues self-funded. The Initial increase in complaints and enquiries received during the transition period have stabilised now that new arrangements are well established.

Post-implementation data shows that 1,063 individual users accessed the Green Organics Drop-Off service during the past 12 months, with a total of 2,280 tokens redeemed. This equates to an average of approximately two uses per user per annum.

Usage is distributed across all Council Wards, with no single area disproportionately represented, indicating broad but infrequent use of the service. This contrasts with historical use under the former free-access model, where significantly higher volumes were recorded.

The relatively low average use per user suggests that residents primarily rely on the kerbside organics collection service for routine disposal of garden organics, utilising the drop-off service for occasional or supplementary disposal needs. This usage pattern is consistent with the intended role of the drop-off service as a secondary, discretionary option to assist with peak organics volumes, where kerbside capacity may be insufficient.

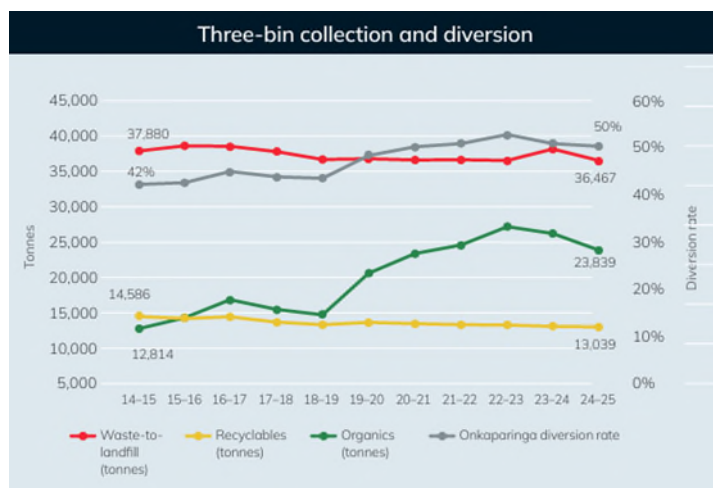
The bulk organics drop-off service is not included in Council's kerbside diversion statistics because it is recorded by volume rather than by weight. The graph below shows Council's kerbside collection volumes and diversion rates over the past 11 years.

After the bulk organics service moved to a user-pays model in 2024–25, the amount of organics collected at the kerb decreased. This was likely due to seasonal or climatic conditions affecting garden growth.

Another key change occurred in 2020, when organics collections shifted from every four weeks to fortnightly. This marked the beginning of a significant increase in organics collection volumes. Although organics tonnages increased at that time, a large proportion of recoverable organic material—around 45% by weight—is still being disposed of in the waste to landfill bin rather than being diverted.

The graph also shows that whilst landfill disposal has been relatively stable over the past 11 years, with an increasing number of services being collected the volume of waste per collection has decreased over time indicating that we as a community are producing less waste than we did 11 years ago.

*Figure 1 City of Onkaparinga – collection and diversion*



We have also been closely monitoring the impacts to kerbside green organics bin presentation numbers to understand if capacity at the kerb is being utilised more efficiently. Prior to the transition kerbside organics presentation rates were sitting at 51% whereas the current presentation rate has increased to 61%. This may relate to seasonality impacts given the kerbside organics service is the most volatile when it comes to presentation and tonnages, so we are continuing to monitor this to determine whether there is any correlation between the service changes and the increased presentation rate.

Going into the transition the impact on illegal dumping was a concern and this is being closely monitored. Data collected indicates whilst yearly fluctuations in the number of illegally dumped

organics requests continue there is no significant increase in illegally dumped green organics following the transition to the fee-for-service model.

The table below shows the number of illegally dumped rubbish customer requests received over the past four years. It's also important to note that part of the uplift in request numbers follows the implementation of the OneCouncil customer request management system. With an increase in customer request reporting channels, we often receive duplicate requests. Prior to this, requests were reviewed and entered via our customer relations team with existing requests checked to see if the illegal dumping was already reported and if it was no new request was created.

	Illegal Dumping Requests			
Year	2022-2023	2023-2024	2024-2025	2025-2026*
Waste	3019	3301	4151	2337
Organics	281	268	304	176
Mattress	531	552	947	543
<b>Total</b>	<b>3831</b>	<b>4121</b>	<b>5402</b>	<b>3056</b>

\*requests from 1 July 2025 until 31 January 2026

From April 2026 we will be launching an illegal dumping media and education campaign. The campaign employs a mix of education, information and high impact creative content to work on changing the perceptions of risk, reinforcing social norms and making legitimate disposal easier and clearer.

We have also been asked what it would take to expand the eligibility of the service to enable other non-residential users to access the service. In WasteTrack, our operational waste booking and collections system, service eligibility is set against each property and can be customised to ensure requests can be processed and allocated against each property. There are currently nine property types: residential, vacant land, businesses, schools, kindergartens and child care centres, community centres, sporting clubs, nursing homes and retirement villages, churches and charities. These are all customisable and can be programmed into our property records. A change using existing property types would be easier to implement whereas the creation of a new property type would take more time. An example of this would be the separation of schools, kindergartens and child care centres.

A council comparison has been prepared to confirm the practices that have been adopted by select councils to support organics services to residents. This comparison table can be found as attachment 1 to this report. The table provides a summary of kerbside organics services, drop off services and education programs offered by each council.

Four councils currently provide a free bulk organics drop off services.

- City of Marion include it as part of their hard waste offering whereby in lieu of utilising the tip ticket for waste to landfill, the resident can elect to use this for a trailer full of organics.
- City of Mitcham offer a combination of free drop off days and fee for service.
- City of Salisbury offer residents 1 free drop off per annum.
- Adelaide Hills Council provides 26 free drop off days per annum at three locations.
- The City of Holdfast Bay enable residents to place a small amount (maximum 30cm diameter up to 2m length) of tree prunings with their hard waste service.

The other councils reviewed, either have no offering or offer a fee for service option. It should also be noted that we continue to provide one of the most affordable metropolitan rates for additional kerbside green organics bin collection services to our residents.

Policy and/or relevant legislation	The Green Organics Drop-Off service supports Council's Waste Strategy and resource recovery objectives. Any change to the service level would require amendment to Council's Fees and Charges resolution and consideration through the annual budget process. This remains a discretionary service.
Who did we talk to/who will we be talking to	Internal consultation has occurred across Operational teams and with Finance to consider the change impacts. External consultation has occurred with other councils to collate the council comparison information provided in Attachment 1.  Further consultation would be required should a change be requested, this would include external service providers, and internal teams whereby support is needed to ensure a smooth transition and to ensure our community is informed of the change.

## 5. Discussion

Following a detailed assessment of the service two options have been considered.

### Option 1 – Maintain the Current Fee-for-Service Model

Retain the existing fee-for-service Green Organics Drop-Off model. This is the current approach adopted by Council and is reflected in forward budgeting. It maintains financial sustainability and continues to provide access to the service on an as-needed, user pay basis without transferring additional cost to all ratepayers.

Service eligibility:

- Each rateable residential property is entitled to access the green organics drop-off service, even if you are renting the property (\$24.50 per token, maximum of 15 tokens can be purchased).
- Properties are issued a code, called a voucher, when buying tokens for dropping off material.
- Each token purchased allows disposal of one cubic metre of bulky green organic material (equivalent to a standard 6x4 trailer). These materials can be dropped off during the first week of each month (currently provided at All Bulk Waste in Lonsdale).
- Vouchers purchased will expire one year from date of issue.

Should service eligibility be altered there are no additional financial implications to Option 1 as service remains self-funded.

### Option 2 – Introduce Free Quarterly Passes (four tokens per year)

Under this option, all eligible residential properties in the council can request four free green organics tokens per year, with each token allowing disposal of up to one cubic metre of green organics at Council-approved facilities. System limitations restrict our ability to limit pass usage to each quarter, instead the user would be issued four tokens at once which can be used over a 12 month period. The vouchers would expire one year from date of issue (it is not able to be aligned to financial years).



Service eligibility:

- Each rateable residential property would be entitled to access the green organics drop-off service, even if renting the property. Four free tokens would be issued per annum upon request. Further tokens could be purchased (\$24.50 per token, maximum of 11 tokens could be purchased per annum).
- Residents would be issued a code, called a voucher, when provided or buying tokens for dropping off material.
- Each token purchased allows disposal of one cubic metre of bulky green organic material (equivalent to a standard 6x4 trailer). These materials can be dropped off during the first week of each month (currently provided at All Bulk Waste in Lonsdale).
- Vouchers will expire one year from date of issue.

Should service eligibility be altered the additional financial implications to Option 2 would depend on take up. Every additional 100 users would result in an estimated additional expense to council of \$9,288.

Historical information has been used to determine estimates of future usage and costs. Under the previous free drop off (rate funded) model, residents used an average of 4.6 passes per year from the 15 provided. This assumption is therefore that if four free passes were reintroduced, it is likely that most users would not purchase additional passes beyond the free allocation.

Prior to the transition to user pays we had 7,820 residents request a pass and, of these, 3,222 (41%) were not used. In 2023-24 prior to the change, we saw almost 20,000 trailers dropped off as part of the bulk organics service.

Therefore, our assumptions used in forecasting service use for the reintroduction of free drop off are as follows:

- Approximately 4000 households would access the service annually utilising four free passes each year, this would equate to 16,000 free tokens being used.
- We also assume that the number of purchased passes drops by 40% resulting in 1890 passes being purchased per annum.
- The charge per trailer is only increased by CPI noting procurement process with contractors able to deliver the service is yet to occur.

## 6. Financial implications

Should option 2 be introduced it would have an unfavourable impact on Council's operating position (lowering the forecast surplus), and depending on our operating surplus position, it may result in it being debt funded, another service needing to be reduced or stopped to cover the cost, or an additional rate increase.

The notice of motion asked to investigate partnership opportunities with service providers. Whilst we have excellent working relationships with many of the waste facilities in our region there is no provider that will do this at no cost as organics receipt and processing is an expensive process. The current service provides residents with a low-cost bulk disposal option which council have negotiated on behalf of ratepayers to continue to offer a cheaper rate than is commercially available to residents.

Option 1 sees no change to our budget position as the service is fully funded by users. This would also be true should council wish to expand eligibility criteria.

Option 2 based on historical usage we estimate that the service would cost \$386,685 per annum.

Item	Operating	Comment
<b>Budget</b>		
Current budget allocation		Current budget supports Option 1 whereby the user-pays system allocates expenses based on use, reducing rate impact.
Additional funding required	-\$386,685	<p>The \$386,685 budget impact is representative of costs for Option 2, the modelling provided is based on 4000 users utilising all four, and an additional 3150 purchased tokens.</p> <p>Should eligibility be altered and usage increase beyond forecasts, every 100 additional users of the free service costs an additional \$9,288.</p>
Funding source and amount	-\$386,685	Option 2 would have a negative impact on our operating position (lower forecast surplus), and depending on our cash surplus position, it may result in being debt funded.
Budget impact	Option 1 no impact Option 2 -\$386,685	As above
<b>Long Term Financial Plan (LTFP)</b>		
In current LTFP?	This change has not been included in the current LTFP	
LTFP category	operating	
Timing in LTFP	N/A	
Additional debt	Unknown at this stage	<p>Option 1 is fully self funded by users of the service.</p> <p>Option 2 depending on our cash surplus position, it may result in being debt funded.</p>
Rates funded amount	Option 1 - \$0 Option 2 - -\$386,685	<p>Option 1 is fully self funded by users of the service.</p> <p>Option 2 depending on our cash surplus position, it may result in being debt funded or requiring an additional rate increase.</p>
Ongoing rate impact	Option 1 0% Option 2 0.21%*	<p>Option 1 is fully self funded by users of the service.</p> <p>Option 2 would require an additional 0.21% to fund the change* dependent upon uptake and usage.</p>
Operating Position impact	Option 1 - \$0 Option 2 - -\$386,685	<p>Option 1 is fully self funded by users of the service.</p> <p>Option 2 as described above will vary based on usage of the service and depending on our cash surplus position, it may result in being debt funded.</p>

## 7. Risk and opportunity management

Risk	
Identify	Mitigation
Community dissatisfaction if the fee-for-service model is retained	Provide clear and transparent communication outlining Council's decision, reasoning and financial obligation.
Should free passes be reinstated, current users may seek reimbursement for passes recently purchased, instead waiting for the implementation of free passes before they utilise the service	<p>Although terms and conditions state no refunds, with a change in service and noting implications from previous transition process we would propose that this will be enabled.</p> <p>Whilst this will result in an amended EOFY position, it is self-funded and has no net impact to current operating budgets.</p>
Sensitivity regarding user-pays versus funded by rates service delivery and potential ongoing debate.	Provide clear and transparent communication outlining Council's decision, reasoning and financial obligation.
There is a risk this will increase scrutiny on mattress collections and a desire from our community that this also reverts to fee free collections	Provide clear and transparent communication outlining Council's decision, reasoning and financial obligation.
Reintroduction of four free passes is estimated to result in an ongoing net budget pressure of approximately \$386,685 per annum increased to reflect increased market pricing in future year	Incorporate service amendment into operations budgets, note the impact it will have on rates and operating surplus position and incorporate any change discussion into community engagement as part of the Annual Business Plan and budget process.
Initial roll out may see a much larger influx of use than forecast resulting in budget pressure following implementation	Budget pressure would be managed in accordance with councils budget review processes.
A last-minute service adjustment based on 1 July 2026 implementation will put pressure on change process	Ensure formal resolution of any change is made as early as possible to provide staff time to prepare and make the required adjustments.
Reintroduction may reduce kerbside presentation rates and usage increasing service inefficiency	Monitor usage trends and adjust operational controls or services as required. Continue educational messaging to transition FOGO from waste to landfill to organics collection services.
Long term impacts to illegally dumped organics	To date we have not seen an increase in illegally dumped organics that can be directly related to the transition to a user pay service. We will continue to move forward with our illegal dumping action plan including the campaign launching in April 2026.

Opportunity	
Identify	Maximising the opportunity
Retention of existing service shows a commitment to equity and financial sustainability	The service was previously used by select portion of our community, retaining the user-pays system allocates expenses based on use, reducing the rate impact for everyone.
Providing the 4 free passes may improve equitable access for residents to manage garden and organic waste.	Some of the feedback related to the transition is that is not financially available to all of our community, reintroducing free passes helps alleviate the financial burden imposed on some.
Reintroduction of fee free service in conjunction with user pay model	Reintroduction provides an ability to respond to the proportion of our community who have asked for this change. It also retains the ability of user pays for those with greater needs.
Reintroduction of free passes may demonstrate alignment with Council's sustainability and waste diversion objectives in line with the Waste Strategy	Integrate reporting of the service into broader Waste Strategy performance metrics.
The detailed monitoring and analysis undertaken will provide council with Clear financial, operational and environmental information to support budget decisions.	Usage reports and cost data analysis to refine service practices annually to ensure alignment with financial sustainability principles.

## 8. Timelines and deadlines

10 March 2026 – EM Session for draft budget – operating and capital.

14 April 2026 – Council report - Draft 2026-27 budget, ABP and LTFP, Fees and Charges - approval for consultation.

25 June 2026 – Special Council – Adoption of 2026-27 budget, ABP & LTFP.

## 9. Next steps

Should council resolve to implement Option 2 (four free green organics drop-off tokens) as part of the 2026-27 budget process, staff will prepare the required updates to the website and collection system to ensure the transition can take effect from 1 July 2026 and that our community informed of the changes. The estimated financial impact will be included in the draft budget.

## 10. Attachments

Attachment 1 – Council Comparisons (1 page)

- END OF REPORT -



Council organics services comparison 2025-26

		Onkaparinga	Marion	Mitcham	Holdfast	Playford	Salisbury	Adelaide Hills	Alexandrina	Yankalilla
Kerbside services	Kerbside Collection	Yes	Yes	Yes	Yes	Yes	Yes	Yes - township No - rural	Yes - township No - rural	Yes - township No - rural
	Additional Bins	Up to 2 for residential	Contractor direct - up to 2 bins	Yes - no limit, providing space	Under contractor only	Up to 2 additional bins	Up to 2 bins	Yes - no limit, providing space	Yes - no limit, providing space	Yes - no limit, providing space
	Additional Bin Fees	\$85	\$120	\$107	\$130	\$75 annual fee plus a one off \$57 fee per bin	\$57 one off per bin, collection service is at no additional cost	\$63 per bin p.a.	\$120 + one off \$83	\$120 + one off \$83
	Bin Sizes (L)	240	240	240	240 or 140	240 or 140	240 or 140	240	240	240
	Service Frequency	Fortnightly	Fortnightly	Fortnightly	Either weekly or fortnightly	Fortnightly	Fortnightly	Fortnightly	Fortnightly	Fortnightly
	Contamination Management	IVMS exception reporting and organics processing separation reports <i>New Procedure in draft</i>	IVMS exception reporting and organics processing separation reports	IVMS exception reporting and organics processing separation reports	IVMS exception reporting and organics processing separation reports	Contractor identification and reporting along with education team follow up	Contractor identification and reporting along with education team follow up	Organics processing separation reports	IVMS exception reporting	IVMS exception reporting
	Hard Waste	No	Either 2 HW or 2 Tip Tickets	1 per year - 2m <sup>3</sup>	1 per year - 2m <sup>3</sup>	Either 2 HW or 2 tip tickets	Either 2 HW or 2 Tip Tickets	1 per year subsidised at 50%	No	No
	Organics in Hard Waste	No	No	No	Yes (Conditions)	No	No	No	No	No
Resident drop off	Organics Drop off	Trailer 2m <sup>3</sup> paid \$24 Maximum 15 per year.	Part of HW service	Oct-Jan, 12 set days for free Feb-Sep, 16 set days fees apply	Any day - subsidised cost	2m <sup>3</sup> - \$49 no limit	2m <sup>3</sup> - 1 free per year	26 free days per year at 3 sites	No	No
	Tip Ticket	No	2 or HW can be used for Organics	No	No	Only for HW	Only for HW	2 per year for rural only *upon application	No	No
	Disposal Sites	Private	Private	Council	Private	Subsidiary	Subsidiary	1 x Private / 2 x Council	No	No
Other	Educational Programs	Yes	Yes	East Waste education schedule	Online flyers, etc and A- Z lists	Food scrap focussed, online, public advertising, etc	Food scrap focussed, online, public advertising etc	Not in house but with East Waste education schedule	Website based, bin calender with FOGO info. Also with Cleanaway	Website based, bin calender with FOGO info. Also with Cleanaway

## 10.11 COMMUNICATION AND ENGAGEMENT PLAN FOR DRAFT ANNUAL BUSINESS PLAN 2026-27

**Report contact**

Estelle Marshall, Project Coordinator, Strategy

**Manager**

Ynys Onsman, Manager Strategy, Sustainability and Economic Growth

**Director**

Renee Mitchell, Director Planning

**Meeting**

Council

**Date**

17 March 2026

### 1. Purpose

To seek approval of the drafted Communication and Engagement Plan for public consultation on the draft Annual Business Plan and Budget 2026–27.

### 2. Recommendations

1. That Council approve the draft Communication and Engagement Plan for the Annual Business Plan and Budget 2026–27 as per Attachment 1 to the agenda report.
2. That Council notes the draft Annual Business Plan and Budget will be brought to the Chamber for approval to commence community engagement at the Special Council Meeting of 14 April 2026.

### 3. Executive summary

The Annual Business Plan (ABP) and Budget outlines the work we will do in the coming financial year, as per section 123 of the *Local Government Act 1999* (the Act), which also requires public consultation (community engagement) on the draft prior to being adopted by Council.

A Communication and Engagement Plan has been prepared outlining the stages and delivery of the community engagement. This year's approach will provide an opportunity for residents to provide feedback on the content of the ABP 2026–27, as well as providing information about the budgeting process with a focus on explaining how the budget works and dispelling misconceptions, such as how rates are calculated.

Subject to Council approval, community engagement on the draft ABP and Budget 2026–27 will be open from 16 April to 10 May 2026, with the community engagement outcomes presented to Council (along with the draft 2026–27 budget update) at an Elected Members session on 2 June 2026.

#### 4. Background

Policy and/or relevant legislation	<p>Under section 123 of the Local Government Act, a Council must have an Annual Business Plan for each financial year which includes a summary of the council's long-term objectives, an outline of the objectives, activities and performance measures for the financial year, assessment of financial requirements of the council for both the financial year and long-term plan, and the rates' structure and policies. The Act states under Section 12 (7) that 'Each budget of a council must— (a) be considered in conjunction with the council's annual business plan (and must be consistent with that plan, as adopted)'.</p> <p>The Act also specifies the public consultation requirements that must occur prior to adoption. Section 123(8) requires that the Annual Business Plan and Budget must be adopted by Council after 31 May and, except in a case involving extraordinary administrative difficulty, before 15 August.</p> <p>Section 50 of the Act, alongside the Community Engagement Charter, outlines the steps that must be taken to facilitate community participation on key Council documents, including the Annual Business Plan.</p>
Who did we talk to/who will we be talking to	<p>We have worked with Elected Members and administration to prepare the Communication and Engagement Plan. Upon endorsement, the draft ABP 2026–27 will undergo community engagement from 16 April 2026. Feedback from the community engagement will be presented to Council prior to adoption of the Annual Business Plan and Budget 2026–27, and declaration of rates, scheduled for 25 June 2026.</p>

#### 5. Discussion

The Annual Business Plan and Budget is the primary way we report how we:

- plan, communicate and implement the work council will deliver each financial year, to make progress toward our Community Vision 2034.
- how we will finance that work, as outlined in the annual budget.

The Communication and Engagement Plan for the draft Annual Business Plan and Budget 2026-27 (draft ABP and Budget 2026-27) aims to ensure our community is aware of the opportunity to engage, and to gather useful feedback for this and future Annual Business Plans and Budgets.

Engagement will open on 16 April 2026 and close on 10 May 2026, allowing 25 days for public submissions.

The community engagement approach aims to:

- ensure the community is informed and educated about the draft ABP and Budget 2026-27, and how council is proposing to spend public funds
- provide a genuine opportunity for the community to provide feedback
- meet public consultation legislative requirements under section 50 of the Act and the Community Engagement Charter.

The key messages for the draft ABP and Budget 2026–27 community engagement are:

- Have your say on the council's draft Annual Business Plan and Budget 2026–27 by 10 May.
- Find out how rates are used
- Find out how your rates are calculated
- Find out how CPI and external influencing factors impact your council rates
- Find out how your house value affects your council rates

Similar to last year's successful approach, a comprehensive multi-channel communications campaign will support the engagement. The techniques/channels used include, but are not limited to:

- A dedicated page on Your Say Onkaparinga to share information and capture feedback.
- Social media, on-hold phone messages, posters, library screen graphics, roadside banners, stories in Onkaparinga Now and a local media release will all provide message reinforcement and a call to action.
- A direct email will be sent to all Your Say Onkaparinga members registered to receive notifications, asking them to participate.
- Frontline staff across all customer service desks, libraries and community, neighbourhood and youth centres will participate in the campaign, by handing out flyers encouraging people to review the draft ABP and Budget 2026–27 and have their say.
- Ward-specific fact sheets will allow effective communication with residents and drive participation in the engagement process.
- Social media content to share throughout the campaign.
- Media statement.
- Community drop-in session on Thursday 30 April 2026.
- Public notice in The Advertiser.
- Staff email signature.

Feedback received during the draft ABP and Budget 2026–27 engagement will be considered by Elected Members at an Elected Members Session on 2 June 2026.

A Community Engagement Feedback Report will be presented to Council at a Special Meeting on 25 June 2026. The final adopted ABP and Budget 2026–27 will be shared with the community, following Council's approval at the same meeting, along with engagement outcomes via Your Say and an email to those who participated in the engagement, indicating how feedback has been considered and applied where appropriate.

## 6. Financial implications

### Financial summary

Item	Capital	Operating	Comment
<b>Budget</b>			
Current budget allocation	-	\$4,600	Campaign cost for advertising, roadside banners, printed materials, on hold messaging and Easy Read conversion.
Budget impact	-	-	Existing budget available



## 7. Risk and opportunity management

Risk	
Identify	Mitigation
Employee welfare	Each division is consulted during the development of the budget. Feedback is included in the Elected Members Session to guide the development of the budget. The Your Say page will include clear communication of how the ABP and Budget has been developed and explanation how rates are calculated. Any future feedback arising from the community engagement schedule will be distributed to relevant divisions to determine appropriate course of action and transparency.
Reputation/community expectation	An outline of community engagement outcomes and how they have been used or considered in the draft ABP and Budget 2026–27 will be provided to the community.
Political	The ABP and Budget 2026–27 will align to the Long Term Financial Plan (LTFP) principles and Community Vision, which were developed to guide financial sustainable decision making.
CPI forecasted to increase in March 2026 resulting in a rate increase	Community engagement will provide clear communication on the Your Say page advising the draft ABP and Budget 2026–27 includes figures calculated on December 2025 CPI. The budget will be updated against March 2026 CPI prior to adoption.
Financial/business sustainability	The draft ABP and Budget 2026–27 will be developed in the context of the LTFP principles and Essential Services Commission of South Australia (ESCOSA) advice, which considers how council can ensure its ongoing financial sustainability whilst delivering on the Community Vision objectives.
Environment	No direct impact to the environment.
<p>Compliance/legal</p> <p>Failure to adopt the draft 2026–27 ABP and rate notification in a timely manner results in breaches of the Act and exposure to reputational and financial risk.</p> <p>Failure to attach the ESCOSA local government advice (and any council response to its recommendations) to the draft ABP is a breach of the Act.</p>	<p>Delivering the ABP meets the legislative requirements set out in the Local Government Act 1999. The approved financial planning timetable for 2026–27 meets the timing obligations specified in the Act and has been designed to ensure adoption of these items in a timely manner.</p> <p>A copy of the ESCOSA advice and a table detailing the Council's response to each ESCOSA recommendation will be attached to the draft ABP and Budget 2026–27 as appendices.</p>
Service delivery	The draft ABP and Budget 2026–27 will be developed based on the range of services and projects to be delivered to meet community needs and expectation.

Opportunity	
Identify	Maximising the opportunity
To engage the community and ensure they are informed and educated about council's approach to budget repair, how it is developed and calculated, and how it links to the draft LTFP.	The draft ABP and Budget 2026–27 aims to provide the community with a clear understanding of the projects, programs, and services we plan to deliver in the coming budget year, and the associated rate increase required. It will be structured to align with the Community Vision themes and the LTFP principles. The draft ABP and Budget 2026–27 will be made available to the community for a minimum of 21 days as part of the legislated engagement process.
To inform and seek sentiment from the public on components of the ABP and Budget	Our communities are informed of the engagement process via several techniques/channels as detailed in this report, as well as a paid Public Notice in The Advertiser (legislated requirement).

## 8. Timelines and deadlines

- 2 April 2026 – Special Audit and Risk Committee meeting – to review draft Annual Business Plan and Budget 2026–27
- 14 April 2026 – Special Council Meeting – to approve the draft Annual Business Plan and Budget 2026–27 for community engagement
- 16 April – 10 May 2026 – community engagement
- 2 June 2026 – Elected Member Session – community engagement high-level outcomes
- 25 June 2026 – Special Council Meeting – Adoption of the Annual Business Plan and Budget 2026–27; and presentation of the Community Engagement Feedback Report.

## 9. Next steps

Undertake community engagement on the draft ABP and Budget 2026–27 once approved by Council for this purpose. This includes both the full plan and the one-page snapshot. Feedback will be collated, and a report will be prepared on consultation outcomes.

## 10. Attachments

Attachment 1 - Community Engagement Plan for Annual Business Plan 2026–27 (12 pages)

- END OF REPORT -

# COMMUNICATION AND ENGAGEMENT PLAN

## Annual Business Plan and Budget 2026-27

### Background information/Project scope

Each year we compile an Annual Business Plan and Budget to outline the work we plan to do in the coming financial year. The Annual Business Plan and Budget is guided by key documents that set our strategic direction, in particular our Long-Term Financial Plan (LTFP), the Community Vision 2034 and the Strategic Asset Management Plan (SAMP). We are required to consult with the community on our Annual Business Plan and Budget under the *Local Government Act* provisions.

The Annual Business Plan and Budget process has commenced for 2026–27 and a communications and engagement plan is required to ensure the community is aware of our budget process and is given the opportunity to provide feedback.

### Project governance

<b>Project sponsor (ultimate decision maker)</b>	Ynys Onsman
<b>Project governance/ reference group</b>	N/A
<b>Project leader</b>	Estelle Marshall
<b>Project team/ working group</b>	Estelle Marshall, Ynys Onsman, Rachael Harkin, Belinda Button, Jim Tsacalakis, Stephanie Bryant

### Communication and engagement objectives/purpose

The purpose of engagement is to ensure:

- the community is aware of the opportunity to review the draft Annual Business Plan and Budget and to provide feedback.
- we meet our legislative requirements under Section 123 and Section 50 of the *Local Government Act 1999*.
- we drive click-through traffic to the Your Say website.
- we educate the community about our budget process, explaining how the budget works and dispelling misconceptions.
- the outcomes of engagement, how feedback was used and whether changes have been made to the Annual Business Plan and Budget are shared with community (stage 2).
- the community is informed about Council's decision to endorse the Annual Business Plan and Budget (stage 3).

At the December 2025 meeting, Council approved the Notice of Motion put forward by Cr Stafford that:

*‘As part of the 2026-27 budget process, staff from across the organisation are encouraged to give input on possible measures to cut costs, increase revenue, and otherwise positively influence the budget.’*

The approach used for internal staff engagement addressing this motion will be outlined by the Finance team at the Elected Member session on 10 March 2026.

**Engagement approach**

Based on the engagement purpose we will **inform** stakeholders of the draft Annual Business Plan and Budget 2026-27 and the opportunity to provide feedback.

We will **consult** and consider feedback related to the draft Annual Business Plan and Budget 2026-27.

We will **inform** stakeholders of the outcome and endorsement of the Annual Business Plan and Budget 2026-27.

**Further documentation/additional information**

**Appendix 1 – Engagement methodology**

**Appendix 2 – Stakeholder analysis**

**Appendix 3 – [2026-2027 DRAFT ABP engagement - communications action plan](#)** (DSID 8413793)

**Sign-off**

**Officer who prepared the document**

Name: Lisa Kemp  
Position title: Community Engagement Advisor  
Date: 21/01/2026

**Reviewed by**

Name: Estelle Marshall  
Position title: Project Coordinator  
Date: 28/01/2026

**Reviewed by**

Name: Dale Sutton  
Position title: Team Leader Engagement, Grants and Events  
Date: 17/02/2026

**Approved by**

Appendices included in this approval: 1. ☐ 2. ☐ 3. ☐

Name: Click or tap here to enter name.  
Position title: Click or tap here to enter position title. Date: Click or tap to enter a date.



## Appendix 1 – Engagement methodology

### Project considerations

We are required to consult with the community on our Annual Business Plan and Budget under the *Local Government Act 1999* provisions.

Under the new Office of Local Government Community Engagement Charter, we are required to:

- Publish information about the Annual Business Plan and Budget that can be easily found on a council website.
- Publish information in a local news publication (print where available, but otherwise digital) that circulates in the council area and is not produced by the council.
- Consider whether additional information or notification should be made available to the community to bring their attention to the matter and to support participation.
- Provide information about how the community can make a submission, including timeframe.
- In material prepared explain what the council proposes to do, why it proposes to do it, and what it seeks to achieve. Explain how community feedback will inform the council's decision.
- Provide a minimum community engagement period of 21 days (legislated timeframe) to enable the community to provide feedback.
- Include a summary of community engagement feedback to the Council ahead of their decision.
- Hold a public meeting where the community is invited to provide submissions (written or verbal) on the matter – may be part of a council meeting or a separate event.

### Community engagement method

#### STEP 1: NEGOTIABLES

<b>Negotiables</b> What can the community influence?	<b>Comments/reasoning</b> The community's feedback may influence: <ul style="list-style-type: none"><li>• the projects and programs proposed for the budgeting process.</li><li>• which projects and programs are 'Key Activities' in the Annual Business Plan and Budget 2026-27.</li><li>• how we shape future Annual Business Plan and Budgets to ensure they are clear and accessible.</li></ul>
<b>Non-negotiables</b> What can't the community influence?	<b>Comments/reasoning</b> The council's existing programs and services; however community feedback may trigger a service review which could influence future budgets and the LTFP.

## STEP 2: RISK ASSESSMENT

Risk	low	medium	high	Explanation
What is the degree of complexity of the project?	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	The Annual Business Plan and Budget is complex, containing a list of over 200 programs and services. It can be difficult for our communities to understand our budget and the development process.
What is the degree of potential community impact of the project?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Council's programs and services do not change significantly from year to year, and services are reviewed through service reviews (not the budget process). The impact to residents is likely to be low, with similar service and program delivery and a nominal increase in council rates.
What is the degree of political sensitivity or interest in the project?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Community interest in the Annual Business Plan and Budget has increased over the past few years due to an increase in marketing and promotions and increase in the number of people using our online tools via Your Say Onkaparinga. Interest has also increased due to the ESCOSA findings and budget measures in recent years.

## STEP 3: CHOOSE THE MOST APPROPRIATE METHODS FOR EACH PROJECT STAGE

Method	Our commitment to the community	Stage 1	Stage 2	Stage 3
Inform	We will keep you informed	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Consult	We will listen to your concerns and aspirations, and provide feedback on how your input influenced the decision(s)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Active participation	We will work with you to ensure that what we've heard is directly reflected in the alternatives developed, and provide feedback on how your input influenced the decision(s)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

## Key messages (for stakeholders)

### Stage 1

#### Engagement

- The Annual Business Plan and Budget describes how your council rates are spent to benefit the community.
- Find out how rates are used.
- Find out how your rates are calculated.
- Find out how CPI and external influencing factors impact your council rates.
- Find out how your house value affects your council rates.
- Have your say on the council's draft Annual Business Plan and Budget 2026-27 by 10 May 2026.
  - Online via Your Say Onkaparinga.
  - Via email at [mail@onkaparinga.sa.gov.au](mailto:mail@onkaparinga.sa.gov.au)
  - Over the phone on 8384 0666.
  - Visit one of our customer service centres to leave feedback in person
  - Attend the drop-in session

### Stage 2

#### Closing the loop – sharing the engagement outcomes and next steps:

- this is what we heard.
- whether there were any changes made to the Annual Business Plan and Budget 2026-27.
- view the updated Annual Business Plan and Budget 2026-27.
- this is the date it will be presented to Council for approval.

### Stage 3

#### Outcome/decision:

- on xxx, Council endorsed the Annual Business Plan and Budget 2026-27.

## Geographic boundaries

#### City wide engagement

## Costings

Amount allocated to communications and engagement: \$4,600

## Timing

Dates	Activity
19/01 - 16/02/2026	Prepare all communications ahead of campaign start
17/03/2026	Council meeting to approve Community Engagement Plan
14/04/2026	Council meeting to approve draft Annual Business Plan and Budget 2026-27 for community engagement
16/04/2026	Engagement opens
30/04/2026	Community drop-in session
10/05/2026	Engagement closes
02/06/2026	Elected Member session – sharing the engagement results
25/06/2026	Annual Business Plan and Budget 2026-27 to Council for approval

## Communication and engagement techniques

**Stage 1:** The following techniques will be used to drive engagement and participation:

- elected member update
- info packs for elected members
- mayor speaking notes for radio sessions
- email to local media or media release
- Onkaparinga Now story
- Your Say project page and feedback tool
- email to all registered your say members
- boosted post on City of Onkaparinga Facebook page
- roadside banners (5 locations)
- information and feedback forms available at customer service centres and libraries. Staff briefed on the Annual Business Plan and Budget 2026-27 engagement and how to assist people to provide feedback.
- digital display at libraries (large multi screens)
- on-hold message
- large foyer poster (3 locations) + 3-set poster for Noarlunga office
- staff email signature graphic
- Compass article – staff intranet
- My Local Services app notification
- in-person community drop-in session (6pm, Thursday 30 April 2026)
- notification in printed publication (e.g. The Advertiser) – legislative requirement
- inclusion in local newsletters (e.g. Cherry Chatter) if timing aligns.



**Stage 2:** The following techniques will be used to inform relevant stakeholders of the engagement outcomes and next steps:

- update to the Your Say project page
- email to your say project followers
- email to people who provided feedback
- elected member workshop.

**Stage 3:** The following techniques will be used to share the project outcome/decision:

- update to the Your Say project page
- email to your say project followers
- email to people who provided feedback
- post on City of Onkaparinga Facebook page
- hard copy information and print out of Annual Business Plan and Budget 2026-27 final document available for the public
- website updated with new Annual Business Plan and Budget 2026-27 media statement on corporate website - share as appropriate
- Onkaparinga Now story
- mayor speaking notes for radio sessions
- email to MPs.

## Appendix 2 – Stakeholder analysis

Stakeholder	Level of impact and/or interest in the project	Engagement stages and technique	Responsible officer
<b>Decision-maker(s)</b>			
Elected members and mayor	High interest and impact	All stages of engagement: EM update email Info pack Weekly News EM session and reports to council Ward fact sheets	Development of content – Communications team (with input from Finance team)  Send emails, etc – Director Corporate
<b>Internal stakeholders</b>			
Customer Relations team	High interest / low impact	Stage 1 – engagement (1 day prior to engagement opening): Email to notify engagement opening and where to direct enquiries	Development of content – Communications team (with input from Finance team)  Send email: Community Engagement Advisor
Customer service centres	High interest / low impact	Stage 1 – engagement: - Brief Team leaders on how to assist providing feedback - Disseminate information packs and hardcopy feedback forms	Development of content – Communications team  Briefing and dissemination - Project Coordinator
Libraries	High interest / low impact	Stage 1 – engagement: - Brief Team leaders on how to assist providing feedback  Disseminate information packs and hardcopy feedback forms	Development of content – Communications team  Briefing and dissemination - Project Coordinator

Stakeholder	Level of impact and/or interest in the project	Engagement stages and technique	Responsible officer
Marketing and Communications team – Social Media Advisor	High interest / low impact	Stage 1 – engagement (2 weeks prior to engagement opening): Social media booking	Booking – Community Engagement Advisor
Marketing and Communications team – Graphic Designers	High interest / low impact	Stage 1 – engagement (4 weeks prior to engagement opening): Graphic design request	Booking – Community Engagement Advisor / Project Coordinator
Marketing and Communications team – Media Advisor	High interest / low impact	Stage 1 – engagement (2-4 weeks prior to engagement opening): Email requesting media statement and ONow article	Email – Team Leader Communications
Sign shop	High interest / low impact	Stage 1 – engagement (2 weeks prior to engagement opening): Sign shop booking – roadside banners and printing A3 posters	Booking – Community Engagement Advisor
ICT	High interest / low impact	Stage 1 – engagement: Email requesting addition of graphic to all staff signatures	Email request – Communications team
Economic Growth and Tourism – Team Leader	High interest / low impact	Stage 1 – engagement: Email requesting they sent out email to business network	Email request – Project Coordinator
<b>Directly affected stakeholders</b>			
All rate payers	Low interest / low impact	Stage 1 – engagement: various methods (Your Say page, roadside banners, social media post, on hold message, drop-in session)	Development of content – Communications team (with input from Finance team)  Dissemination - various
Local business owners and business associations	Low interest / low impact	Stage 1 – engagement: Onkaparinga Business e-newsletter	Development of content – Communications team

Stakeholder	Level of impact and/or interest in the project	Engagement stages and technique	Responsible officer
			Send email - Economic Growth and Tourism
Key stakeholders on list <ul style="list-style-type: none"> <li>- 'friends of' groups</li> <li>- Neighbourhood groups</li> <li>- Special interest groups</li> </ul>	Medium interest / low impact	Stage 1 – engagement: email from Your Say	Development of content – Communications team  Send email – Community Engagement Team
Kaurna Yerta Aboriginal Corporation (KYAC), Neporendi Aboriginal Forum Incorporated / Individual communities	Medium interest / low impact	Stage 1 – engagement: email	Development of content – Communications team
<b>Indirectly affected stakeholders</b>			
Local newsletters <ul style="list-style-type: none"> <li>- Cherry Chatter</li> <li>- On the Coast</li> </ul>	Medium interest / low impact	Stage 1 – engagement: email	Development of content – Communications team  Send email – Communications team
<b>State / federal Member of Parliament</b>			
State MPs	Medium interest / low impact	Stage 1 – engagement: email  Stage 3 – final outcomes: email	Development of content – Communications team (with input from Finance team)  Send email – Director Corporate



Stakeholder	Level of impact and/or interest in the project	Engagement stages and technique	Responsible officer
<b>Your Say registered members</b>			
Registered Your Say members	High interest / low impact	Stage 1 – engagement: email/YS newsletter  Stage 2 – close the loop: follower email  Stage 3 – final outcomes: follower email	Development of content – Communications team (with input from Finance team)  Send emails – Community Engagement Advisor
People who provided feedback on the draft	High interest / medium impact	Stage 2 – close the loop: email  Stage 3 – final outcomes: email	Development of content – Communications team (with input from Finance team)  Send emails – Community Engagement Advisor
<b>Media</b>			
The Advertiser	Medium interest / low impact	Stage 1 - engagement: public notice	Development of content – Communications team (with input from Finance team)  Arrange public notice in The Advertiser – Project Coordinator
Fleurieu Sun	Medium interest / low impact	Stage 1 - engagement: media release	Development of content – Communications team (with input from Finance team)  Send media comms –

Stakeholder	Level of impact and/or interest in the project	Engagement stages and technique	Responsible officer
			Communications team
Local radio stations – Coast FM, Triple Z, Tribe FM	Medium interest / low impact	Stage 1 – engagement: Mayor radio interviews  Stage 3 – final outcomes: Mayor radio interviews	Development of speaking notes – Communications team  Scheduling of interviews – Communications team

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## 10.12 DRAFT HILLS AND FLEURIEU REGIONAL LANDSCAPE PLAN SUBMISSION

### Report contact

Rachael Hamilton, Senior Sustainability Advisor

### Manager

Ynys Onsman, Manager Strategy, Sustainability and Economic Growth

### Director

Renee Mitchell, Director Planning

### Meeting

Council

### Date

17 March 2026

### 1. Purpose

To present the draft submission to the Hills and Fleurieu Regional Landscape Plan 2026-2031 (HFRLP) for Council consideration.

### 2. Recommendations

**That Council approves the draft submission (Attachment 1 to the agenda report) responding to the state government's consultation on the draft Hills and Fleurieu Regional Landscape Plan 2026 - 2031.**

### 3. Executive summary

The City of Onkaparinga is the only metropolitan council covered by two Landscape Boards – the Hills and Fleurieu Landscape Board (HFLB), and Green Adelaide.

We are deeply invested in achieving whole-of-landscape outcomes for our region, and for many years have partnered with Landscape Boards, community, and relevant state government agencies to deliver coordinated responses.

Our feedback on the [draft HFRLP](#) draws on the knowledge and experience of staff from across our organisation. It reflects our appreciation of the urgent and growing need to protect and enhance both urban and natural areas, in our City, and in the greater region.

The submission supports the transition from the previous plan - incorporating new community insights, changing environmental pressures, and strengthening strategic priorities for the next five years. Whilst supportive of the overarching principles and actions in the plan, suggestions have been provided to further improve the plan such as strengthening the water quality focus, need for increased coordination of pest/weed management and improved data collection and sharing processes.

Our response to the submission has been framed through:

1. Summary of points relating to the draft HFRLP
2. Response to online survey questions



#### 4. Background

Policy and/or relevant legislation	<i>Landscape South Australia Act 2019</i> City of Onkaparinga Climate Change Response Plan 2022-2027
Who did we talk to/who will we be talking to	Nature Conservation Sustainability Parks and Facility Operations City Operations

#### 5. Discussion

A draft submission has been prepared in consideration of the current Hills and Fleurieu Regional Landscape Plan and other related strategies and policies. Given the short consultation timeframes, the draft submission has been submitted with advice that it is subject to Council approval – provided in attachment 1.

The 2026–2031 draft HFRLP builds on the region’s previous five-year landscape plan (2021–2026). It incorporates new community insights, reflects changing environmental pressures, and strengthens strategic priorities for the next five years.

Public consultation on the [draft plan](#) was via [YourSay](#) between 23 January and 6 March, with feedback invited through an online survey or written submission.

The draft plan elevates the role of community as a primary driver of landscape health, emphasising “*everyone caring for our landscapes*” and expanding expectations for shared responsibility across land managers, councils, industry, volunteers, and First Nations partners.

A major shift is the sharpened focus on climate action, outlining a regional ambition for a net-zero, climate-resilient region. This includes strengthening adaptation strategies and enhancing regional resilience to climate-driven impacts. This responds directly to increased climate pressures identified through the 2025 engagement process and community feedback.

While the plan retains the five core priority areas, it updates each to reflect new challenges and expectations:

##### Updated priorities:

- Community – Increased focus on whole-of-region stewardship.
- Climate – Net-zero ambition and expanded resilience planning.
- Land – A clearer focus on productive land that supports people, industry, and nature.
- Water – Broader emphasis on sustainable water management and healthy waterways.
- Nature – Stronger direction around ecosystem protection and native species recovery.

The updated draft provides more detailed tables of objectives, strategies, actions and defined partner roles than the current plan, offering clearer guidance on who is responsible for delivering what.

Although more detail sits in supporting documents, the draft indicates a strengthened focus on measuring progress and aligning actions with community expectations, however this could be further strengthened.

The new draft HFRLP is more climate-focused, community-driven, partnership-based, and detailed in its strategic delivery mechanisms. It builds on the previous plan but responds to a rapidly changing environmental and social context across the region.

The City of Onkaparinga has established a positive working relationship with HFLB and acknowledges the ongoing collaborative approach between our organisations, including programs for pest animal and plant control (primarily roadside weeds and rabbits).

## **1. Summary of points relating to the draft HFRLP**

We acknowledge the challenge of adequately funding the work required to achieve the objectives of the draft HFRLP and the importance of partnerships. We have highlighted our desire to continue this collaborative approach.

To further strengthen this, the key points raised as part of the submission include:

- Strong support for the collaborative intent of the plan, and the continued emphasis on pest and weed management, however there is room to take a more coordinated approach to roadside weeds, and address confusion among landholders about responsibilities for pest management.
- Concerns about inconsistent and worsening landscape health indicators - seeking greater continuity over time for meaningful comparisons.
- Support for the plan's priorities and actions, and highlighting the need for adequate funding to realise them.
- Support the collaborative approach, including strong First Nations-led programs.
- A need for improved coordination between HFLB, Green Adelaide, and other state agencies—especially regarding pest management and catchment-scale issues.
- A need for increased volunteer management capacity such as catchment-based community programs.
- Support for new actions such as shellfish reefs, ReBird the Ranges and native seed strategy.
- Highlighting the need for coordinated data collection, analysis, and sharing.

## **2. Survey question responses for each priority area**

For each priority area, the survey questions ask:

- **Is the priority clear, and does it reflect regional issues and opportunities?**
- **What could be improved in the priority area?**

### **PRIORITY: COMMUNITY**

Our submission:

- supports:
  - the importance of volunteers and First Nations partnerships.
  - Landscape Boards taking a leadership role in First Nations land stewardship, including cultural burning.
- recommends:
  - increased volunteer management capacity and possibly restoring catchment-based community programs.

## **PRIORITY: CLIMATE**

Our submission supports strengthened climate actions, including net zero and circular economy goals.

## **PRIORITY: LAND**

Our submission:

- supports strategies on future-proofing agriculture and regenerative practices.
- highlights the need for clear roles, responsibilities, and resourcing.
- raises concern about:
  - lack of a coordinated approach to roadside weeds.
  - confusion among landholders about responsibilities for pest management.
- provides recommendations including:
  - a clear approach to roadside weed control.
  - improved data and sharing mapping data.
  - a statewide cat management strategy.
  - increased investment into landholders managing pests and weeds.

## **PRIORITY: WATER**

Our submission:

- highlights the need for a whole-of-catchment approach to improving our waterways. For example, the Washpool at Aldinga is affected by sediment and stormwater coming from across its wider catchment—much of it on private land.
- provides recommendations to strengthen water outcomes including:
  - better mapping of creeks to guide revegetation and water-quality projects.
  - providing clear guidance for landholders on reducing pollution, including fertiliser and pesticide use.
  - expanding water-quality testing to help track and address diffuse pollution.

## **PRIORITY: NATURE**

Our submission:

- supports the introduction of new actions including shellfish reefs, ReBird the Ranges and the development of a native seed strategy.
- emphasises the need for coordinated data collection, analysis, and sharing
- recommends the development of mechanisms to integrate data across stakeholders into the board's indicators and reporting.

## **Summary**

Council continues to have positive and collaborative relationships with the HFLB, however, many of the recommendations council made during the reform process were not adopted, and we believe this has led to the under-resourcing of important landscape management requirements.

Along with reiterating the ongoing issues regarding pest species management, we have highlighted opportunities and challenges regarding state-wide and regional coordination, resourcing, water management, communication and consistency, and volunteers.

## 6. Financial implications

There are no financial implications to making this submission.

## 7. Risk and opportunity management

Risk	
Identify	Mitigation
Employee welfare/public safety	Improved coordination of specific issues such as pest management, catchment issues and bushfire prevention across landscape boards and catchments would improve overall efficiencies and resilience of our community.
Reputation/community expectation	The submission highlights the current overarching management of certain areas such as pest control and roadside vegetation is causing confusion amongst community members regarding who is responsible, with expectation that it is council in many areas where it is not.
Financial/business sustainability	A key focus of the submission is the need to ensure appropriate resourcing and funding for the proposed actions outlined in the Plan. Local government, as a key stakeholder with limited funds, would like to see actions to improve coordination and efficient resourcing that can help to support this work, including improved consistency across the state to help prioritise funding and resourcing.
Environment	Inadequate funding and resource allocation will not address the increasing environmental challenges and climate change impacts for the region. Improving coordination and data sharing will aid in focussed delivery of targeted priority programs – such as more effective pest and animal control.
Service delivery	Our council region is divided into two Landscape Boards. This presents significant challenges to council because management practices are not consistent across the two boards. Recommendations are provided around the need for consistent approaches to strategic planning and operations across boards as well as with councils.

## 8. Timelines and deadlines

The consultation opened 23 January and closed 6 March 2026.

## 9. Next steps

On Council's resolution, staff will confirm with HFRLP that the draft submission has now been approved by council and provide the council endorsed submission.

Feedback from this consultation will be used to shape and finalise the HFRLP, which will be operational from 1 July 2026.

The final plan, once approved by the Minister, will be made available on the Green Adelaide website.



## 10. Attachments

Attachment 1 – City of Onkaparinga draft submission on the Hills and Fleurieu Landscape Plan 2026-2031( 11 pages)

- END OF REPORT -

18 March 2026  
Our ref: 8383014



Mr David Greenhough  
Chair  
Hills and Fleurieu Regional Landscape Board  
via email – [hf.landscapeboard@sa.gov.au](mailto:hf.landscapeboard@sa.gov.au)

Dear Mr Greenhough

**City of Onkaparinga – Council endorsed submission on the Hills and Fleurieu Regional Landscape Plan 2026-2031**

The City of Onkaparinga welcomes the opportunity to provide feedback on the draft Hills and Fleurieu Regional Landscape Plan 2026 - 2031 (HFRLP).

Our previous accompanying letter to the draft administrative submission provided on 12 February 2026, outlined that the consultation period did not allow for Council approval before the deadline and would consider this at the next scheduled Council meeting on 17 March 2026.

The attached is now the Council endorsed version of the submission.

We value our working relationship with the Hills and Fleurieu Regional Landscape Board and acknowledge the on-going collaborative approach between our organisations.

Highlights include programmed weed control work undertaken throughout the region (predominantly roadside weed management) and pest animal management program (specifically rabbit control).

Almost 400km<sup>2</sup> of our council falls within the Board's boundary, including significant areas of remnant native vegetation, important water courses and catchments and valuable areas of agricultural production.

Our community has stated that the "environment and coastal management" and "open space and natural resources" are the most important areas for council focus in the next few years (2025 Community Survey).

It is essential that the Hills and Fleurieu Landscape Board has the resources it needs to deliver against the priorities identified in the plan, and that the ambitions of the plan can be realised through adequate funding.

Our feedback on the draft HFRLP draws on the knowledge and experience of staff from across our organisation. It reflects our appreciation of the urgent and growing need to protect and enhance both urban and natural areas – in our city, and in the greater region.

Council suggests that with drought resilience becoming more important, water, including quality and security needs to be considered as a priority in the draft plan.

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**CITY OF ONKAPARINGA**

PO Box 1, Noarlunga Centre SA 5168 | (08) 8384 0666 | [onkaparingacity.com](http://onkaparingacity.com)

ABN 97 047 258 128

With large greenfield developments projected to see some 5000 households join our city over the next ten years, and a coastline vulnerable to climate change effects, from rising sea levels to algal blooms, it has never been more important to partner across all levels of government for outcomes as, in the words of your draft plan, 'strong communities create strong landscapes - and together, they form the foundation of a resilient future.'

Yours sincerely

Moirá Were AM  
**Mayor**

## City of Onkaparinga – draft submission on the Hills and Fleurieu Regional Landscape Plan

### Introduction

The City of Onkaparinga is the largest metropolitan local government by population in South Australia. Our 180,860+ residents represent 10 per cent of the state's population. Located on the southern urban fringe of the Greater Adelaide area, we span urban centres, low and medium density suburbs, rural areas and townships.

Our diverse and varied landscapes include 31 kilometres of coastline, beaches and coastal dune areas, riparian waterways, wetlands, arable land, national and conservation parks, and incorporate important sites such as the Onkaparinga River, Adelaide Hills face and Aldinga Washpool.

The City of Onkaparinga is the only metropolitan council that spans two Landscape Boards – Green Adelaide (GA) and the Hills and Fleurieu Landscape Board (HFLB).

We are deeply invested in improving environmental outcomes in our city and the draft plan aligns with the commitments contained in our Community Vision, Climate Change Response Plan and Resilient South Regional Climate Action plan.

We welcome this opportunity to provide feedback on Hills and Fleurieu draft Regional Landscape Plan (HFRLP) 2026-2031 and have arranged our response to address the questions in the online survey. We have framed the response into two sections:

1. Summary of points relating to the draft HFRLP
2. Response to online survey questions

### 1. Summary of points relating to the draft HFRLP

The City of Onkaparinga commends the Hills and Fleurieu Landscape Board on its proactive engagement approach and considers the draft Landscape plan to mostly reflect the priorities that matter to our Council in this part of the region.

#### We support:

- the principle behind the plan: *that collaborative and collective action is critical to achieving the desired outcomes and vision for the region.*
- continued focus on pest management and weeds – however would like to see more funding allocated to help manage roadside weeds.
- including a strong focus on First Nations led programs.
- that the plan acknowledges the extent of the impacts of climate change and related events of significance such as the harmful agal bloom. We would also encourage highlighting an additional threat – the Avian bird flu, and the potential to have significant ecological and agricultural impacts.



**We would like to see:**

- A collaborative approach to whole of catchment care (boards working together) on common goals.

**MONITORING AND REPORTING**

The City of Onkaparinga supports measures to track the condition of our landscapes and is pleased to see specific actions to support this such as N3 – 3.1 contained in the plan: *Implement recovery actions and monitoring for threatened flora, fauna, and ecological communities.*

Resilient South, our regional climate partnership, has actions in its Regional Climate Action Plan to: *Progress the adoption of a standardised biodiversity monitoring protocol that links to state government and publicly accessible data portals.*

Several indicators highlighted in the 'landscape health' section such as native flora and fauna are marked as 'getting worse' – the same status as the previous plan.

Many indicators have also changed format since the previous plan reducing comparability. It is acknowledged indicators need to adapt and evolve to reflect current practice; however it is hoped that a level of consistency can be applied to facilitate ongoing comparison and tracking of indicator health over time.

**We support:**

- the introduction of regional targets to assist in tracking the plan's progress, however would also like to see a regional target for weeds.

**We recommend:**

- actions that ensure appropriate measures/baseline are established where needed to adequately track progress.
- prioritising resourcing and coordination with other state agencies/landscape boards to establish **uniform data management** approaches across stakeholders and improve accessibility of this information
- Landscape Boards/state government take the lead in central coordination of **pest/weed control mapping**. A central point for weed mapping and prioritisation on red alert pest plant and animals – an example is needle grass - council currently is expected to collect and share the data on this between boards through our own software system. Opportunity – needle grass mapping program shared across Landscape Boards.
- a **stronger emphasis on water quality** leaving catchments.
- stronger enforcement on water matters in rural settings, such as impact of development, silt management, water effecting activities, private catchment care etc.
- engagement with key stakeholders such as local government, DEW and other agencies to develop the monitoring and reporting framework.

## COMMITMENT TO RESOURCING AND PARTNERSHIPS

We acknowledge the challenge of adequately funding the work required to achieve the HFRLP, and the importance of partnerships.

## 2. Response to online Survey Questions

### PRIORITY AREA - COMMUNITY

*7. Is the Community priority clear, and does it reflect the opportunities for land managers, councils, agencies, industries, groups and First Nations partners work together across the region?*

*Note - Actions supporting land managers and First Nations as land stewards are embedded across all priorities.*

The City of Onkaparinga acknowledges and highly values the support provided for volunteers, particularly the environmental group insurance coverage.

#### **We Support:**

- the aim of building stronger partnerships with Aboriginal communities to ensure that the knowledge of our First Nations people is respected, recognised and used in the management of our landscapes. The integration of traditional knowledge and land management practices alongside contemporary park management action plays a vital role in protecting the health of our land, water, nature and climate. It is important that southern Kaurna groups and individuals are actively engaged via this process.
- the HFLB taking a leadership role in engaging First Nations people, businesses and organisations in landscape restoration activities. This includes cultural burning practices and facilitating access to Country.

Such coordination could follow a similar model to the collaborative work plans currently in place with Local Government, and collaborative partnership between Kaurna Miyurna and Green Adelaide in the Lower Field River catchment.

*How could community involvement be better reflected?*

- increased capacity for volunteer management coordination, to enable enhanced nature stewardship across landholders. This might include reintroduction of more catchment-based community programs like the previous Water watch/Our patch type of program.
- the current level of funding allocated to such a large region may be insufficient to fully address community needs and expectations. We are receiving an increasing number of community-driven project requests on council land. However, supporting community groups and volunteers requires more than financial assistance for on-ground works. Effective coordination, capacity building, and appropriate infrastructure are also essential. Delivering this support will require dedicated staff resources within HFLB.

- as a council that resides in two board areas we see inconsistency in approach to wide community education – particularly schools. It is unclear what support other than Grassroots grants is available for those schools in the Hills and Fleurieu Board area.

## **PRIORITY AREA - CLIMATE**

*8. Is the Climate priority clear, and does it reflect regional issues and opportunities to build climate resilience?*

*Note - Climate mitigation and climate readiness actions are embedded across all priorities.*

### **We Support:**

- strengthening of actions around climate change including the net zero and circular economy ambitions. Council has a net zero commitment and emission reduction and circular economy actions outlined in our Climate Change Response Plan for both council operations and our community. We also have a circular economy behaviour as a wellbeing indicator in our Community Vision under the Environment Theme.

*What could be improved in the Climate priority?*

- Council would like clarity around how the mandating of biodiversity considerations in strategy C2 - 2.5 will occur?

## **PRIORITY AREA - LAND**

*9. Is the Land priority clear, and does it reflect regional issues and opportunities?*

The City of Onkaparinga has a strong history of collaboration with the HFLB. More recently we have collaborated on pest management and roadside weed control.

### **We support:**

- the strategies and actions outlined in L2 to future proof agriculture – in particular development of a net zero plan climate adaptation plan for agriculture industries, combined with capacity building around this and regenerative land practices.

### **We would like to see:**

- adequate resources allocated to support implementation. This should seek to clearly define roles and responsibilities across the range of potential stakeholders and address education, compliance and the delivery and coordination of on-ground works. The new plan does attempt to start to do this more clearly.

*What could be improved in the Land priority?*

### **Roadside weeds and vegetation**

- we are pleased that actions identified in the previous plan such as coordination of a regional pest plant and animal strategy have been delivered, however we would like to see the development of a coordinated approach by landscape boards to manage roadside weeds.



- there is confusion in the community about who is responsible for pest and plant management, and without a clear communication strategy for landholders the expectation will often turn to council to manage environmental weeds, particularly on roadsides and councils do not have the responsibility nor funding to action this.
- given recent clarification that landscape boards are responsible under the Act for roadside declared pest plant control, the future approach to be taken by landscape boards to manage roadside weeds needs to be developed and communicated to stakeholders, including council. We would also like to see shared mapping resources to enable council to also utilise its limited resources to best effect.
- greater implementation of compliance programs by landscape boards in support of the intentions and objects of the Act and regulatory frameworks.

### **Pest Management**

The City of Onkaparinga undertakes urban fox and rabbit control in a limited capacity to reduce environmental damage to natural assets. This includes baiting programs, modification of vegetation structures and den/warren fumigation.

Under current arrangements, councils and other landholders largely act in isolation in controlling pest animal and plant species on their land. Our experience suggests that this disparate approach, unsupported by surrounding landholder involvement and state coordination, is largely ineffectual and fails to eradicate pest animal and plant species in the longer term.

The draft plan has a focus area on managing goats and deer. Whilst we are supportive of having a focus to action across the landscape, we also would like to ensure that other problem pest animals do not get forgotten and the board continues to fund rabbit management and considers approaches to manage foxes.

We would also like to see the HFLB (potentially in conjunction with other boards/agencies) implement monitoring and coordination strategies for managing populations of overabundant native species, such as kangaroos and Little Corellas as grazing pressures continue to increase.

Our position remains that the management and control of native species is a State Government responsibility.

### **We recommend:**

- prioritising the coordination of broad scale fox control in areas with known threatened species that are vulnerable to fox predation. This is currently a significant threat to native wildlife throughout many areas and we are seeing this firsthand in the City of Onkaparinga where we have Southern Brown Bandicoot populations and restoration efforts occurring. Community perception and the resources required/authorisation to coordinate implementation are barriers to effective control at a local level.
- advocating for a statewide approach for cat management. The City of Onkaparinga has long advocated for a statewide approach to cat management, including the management of feral cats on state-controlled land - a matter for the Landscape Boards of SA and a matter which is absent from the draft plan. A statewide education campaign would be an



excellent first step to achieving long-term success in managing the impacts of both owned and unowned cats on community amenity and native wildlife.

- enhancing bushfire preparedness on private properties, with a specific focus on managing high fuel loads and the density of declared and environmental woody weeds.
- increasing media coverage regarding declared weed incursions for dissemination through social media platforms. Allocate greater funding to support private landholders in managing declared and environmental weeds, beyond the current stewardship and advisory services.
- increasing funding for declared weed control on rural roadsides, which currently receives approximately \$20,000–\$30,000 annually from the HFLB. Residents have expressed a desire for more resources, and the responsibility for controlling declared weeds on rural roadsides lies with the HFLB.
- To achieve effective pest animal control across the landscape, private landholders require increased funding beyond stewardship and advisory support. Furthermore, improved collaboration with other boards, such as Green Adelaide (GA), is essential for coordinated pest animal management.

## **PRIORITY AREA - WATER**

### *10. Is the Water priority clear, and does it reflect regional issues and opportunities?*

The City of Onkaparinga maintains 72 kilometres of creeks and rivers across nine different catchments. Many creeks also pass through private land and are managed by individual landowners. The geographic division of the HFLB and Green Adelaide has resulted in single catchments being split between the two regions. It is recognised that a whole-of catchment planning approach is considered best practice and it is critical that the ability to plan and implement meaningful actions not be compromised.

Council has invested significantly in improving the condition of waterways in our region, with initiatives such as the Urban Creek Recovery Project 2013 to 2018, which improved the vegetation condition along 62.5 kilometres of watercourses, with funding support from the Australian Government and the Government of South Australia. The more recent Urban Rivers Project builds on this work to naturalise sections of our creeks.

### **McLaren Vale Water Security Strategy (MVWSS)**

There is no mention of the McLaren Vale Water Security Strategy or broader plans under objective W3 – ‘*Strengthen water security and water use efficiency*’, nor anywhere else in the plan.

The City of Onkaparinga has been an active partner with the state government and other stakeholders since work on a proposed MVWSS first commenced. Council recognises the need for long term planning to address potential water security issues in the McLaren Vale region and commends the state government for initiating action to do so.

Implementation of this strategy will play a critical role in the water space and ongoing collaboration and we would like to see this referenced in the draft HFRLP.

### **Whole-of-catchment approach - example**

The Washpool forms part of the Wangkutila-Aldinga Conservation Park, and requires a whole-of-catchment approach to its management. Sediment generated from across the catchment is impacting on water quality in the Washpool. To address cumulative impacts from the increase in stormwater run-off, works are required on watercourses across the catchment, the majority of which are in private ownership. This would form an ideal site for a creek-line rehabilitation project approach described above and would support the work being done by Green Adelaide.

*What could be improved in the Water priority?*

### **We recommend**

- key measures of success that “*Land based activities are not adversely impacting estuaries*” should also include waterways and water-dependant ecosystems.
- that ways of connecting to all residents/visitors to the region be incorporated into programs around working with the community outside those highlighted in the ‘working with community section’.

Whilst it is acknowledged that the focus is on key stakeholders including landholders and volunteers; many people live or work in or visit the region that are not actively involved in programs but have a strong sense of connection and might be able to be involved in other ways (e.g. citizen science) or help to broaden knowledge and awareness of key issues.

- that the HFLB map the region’s creeks to identify strategic opportunities for revegetation and improved water quality opportunities.
- that given the landscape board boundaries are not aligned with water catchments, mechanisms should be established for ensuring that planning processes deliver integrated catchment management outcomes.
- consistency in the development and implementation of water allocation plans and strategies across the state is required. At present, we note some inconsistency across water allocation frameworks, most notably between the aims of the McLaren Vale Water Allocation Plan (MV WAP) and the Adelaide Plains Water Allocation Plan (APWAP).
- consideration of how to incorporate biodiversity, catchment based and biodiversity sensitive approaches into developments under the action ‘*Provide guidance to developers on reducing pollution of watercourses*’. Consider including partners that can assist with this, such as Renewal SA and other Landscape Boards such as Green Adelaide, who are working on BSUD (Biodiversity Sensitive Urban Design) guidelines which are being developed for new greenfield developments and may be helpful to inform such approaches.
- provision of clear guidance materials on fertilizer and pesticide application targeted at primary producers within the region – this directly relates to diffuse pollution entering creeks, streams and rivers and the levels of Nitrogen and Phosphorus measured. Associated risks to the natural habitat should be highlighted. Collaboration could be across landscape boards and councils.



- supporting the expansion of the water quality testing in our waterways to allow for diffuse pollution tracking and dealing with pollution at the source in action W1.1

## PRIORITY AREA - NATURE

### *11. Is the Nature priority clear, and does it reflect regional issues and opportunities?*

The City of Onkaparinga supports new actions included in the plan on establishing a shellfish reef, supporting the Rebird the Ranges initiative and development of a native seed strategy.

#### *What could be improved in the Nature priority?*

Local councils contribute significantly to the protection and retention of existing native ecosystems, particularly through the management of remnant vegetation. Councils also manage substantial areas of Crown land, including coastal zones and large remnant reserves, often with minimal support from the Landscape Boards. Public expectations frequently exceed what can be resourced within annual budgets, as priorities such as fire and flood management often take precedence over the protection of remnant vegetation.

The City of Onkaparinga is one of many stakeholders collecting data on the natural resources in the region. Improving how we collect, analyse and share qualitative and quantitative data will be important to enable adaptive management approaches to current and evolving pressures on our landscapes. We see the Landscape Boards having a key coordinating role in this regard.

For example, we collated information and modelled 10 flagship species as part of our [ecological linkages study](#). A network of biodiversity linkages, including large stands of remnant vegetation and critical natural or artificial corridors, regardless of land tenure, is vital for the survival of many species. This was undertaken tenure blind to show where linkages ideally need to occur across the landscape.

#### **We recommend:**

- Mechanisms to integrate data from across stakeholders - including condition assessments of flora and fauna and environmental weeds into the five-year indicators and annual reports for HFLB.
- Enhancement of fish biodiversity through the implementation of native fish release and appropriate supporting infrastructure, in waterways and water bodies that are adapted and where a release would present low or negligible ecological and social impacts.

## ADDITIONAL QUESTIONS

*12. The plan includes detailed tables showing objectives, strategies, actions, and roles (lead and support organisations). How easy are these tables to understand?*

- The tables are quite easy to understand.

*What changes, if any, do you propose for these tables?*

- We would suggest including an indication of priority/timing if possible to enable council to coordinate works/focus, where possible.

*13. Is anything missing that would help you understand how the plan will be delivered over the next five years?*

- No

*15. Is there anything else you'd like us to consider before finalising the Regional Landscape Plan?*

- The plan is quite ambitious and needs to ensure it can be resourced.
- Adding some colour for the gauge chart in the “Long term landscape health indicators” table i.e green for “good”, red for “poor” would provide additional clarity of the current level.
- All references to ‘Glossary of acronyms on page 57’ under tables, should be changed to page 61.

Thank you for the opportunity to provide feedback.



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## 10.13 POLICY - LEASING AND LICENSING OF COUNCIL'S COMMUNITY LAND AND/OR BUILDINGS

### Report contact

Brooke Sanders, Senior Property Officer

### Manager

Ian Hawkins, Manager Community Safety and Property

### Director

Renee Mitchell, Director Planning

### Meeting

Council

### Date

17 March 2026

### 1. Purpose

The purpose of this report is to request Council endorsement of the Leasing and Licensing Policy for Council's Community Land and or Buildings.

### 2. Recommendations

#### That Council

1. Notes the findings of the Community Engagement Feedback Report at Attachment 1 to the agenda report.
2. Endorses the draft Policy – Leasing and Licensing of Council's Community Land and or Buildings at Attachment 2 to the agenda report.

### 3. Executive summary

City of Onkaparinga manages a significant property portfolio to support its objective of providing safe, welcoming and inclusive facilities for community use.

Endorsement of the Leasing and Licensing Policy will ensure a transparent and equitable framework for the occupation of Community Land and Buildings, and guide the administration of occupancy agreements in alignment with Council's strategic directions, policies and relevant legislation.

### 4. Background

Policy and/or  
relevant  
legislation

*Local Government Act 1999*  
*Retail Commercial Leases Act 1995*  
*Community Vision 2034*  
*Associations Incorporation Act 1985*  
*Crown Land Management Act 2009*  
*Landlord and Tenant Act 1936*  
*Residential Tenancies Act 1995*  
*Lotteries Act 2019, and Lotteries Regulations 2021*  
*Liquor Licensing Act 1997*  
*Tobacco and E-Cigarette Products Act 1997*  
*Planning, Development and Infrastructure Act 2016*  
*South Australian Government Competitive Neutrality Policy Statement, July 2002*

Who did we talk to/who will we be talking to	<p>Internal consultation was undertaken with key stakeholders within council</p> <p>Community Engagement was undertaken with current occupants of council facilities and extended to the broader public</p> <p>Mellor Olsson lawyers undertook a legal review of the draft Policy</p>
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## 5. Discussion

This is the first Leasing and Licensing Policy proposed for the City of Onkaparinga.

In 2023, Planning Futures was engaged to develop a draft Policy. The services provided by Planning Futures included:

- Case study research of 23 Lease Policies across other Council areas, both in South Australia and interstate
- Research undertaken in key areas of challenge including tenancy types, commercial uses, competitive neutrality, tenure period, sub-letting and hire conditions and gambling and gaming
- Gap analysis
- Preparation of a draft Policy – colour coded for ease of use and consultation

**Blue** = required by legislation or an endorsed council position

**Green** = is generally council's established and historic practice – you would commonly see these policies already reflected in lease agreements and none would be a surprise to lessees

**Yellow** = represents a new or slightly altered policy position.

The Policy has been developed having regard to Council's current practices, benchmarking against other Councils, and testing its principles against previous leasing and licensing challenges.

Following preparation of the draft Policy, a workshop was held with Elected Members in September 2024 to present the draft and seek feedback on key areas, including those highlighted in yellow as outlined above.

### Community engagement

Engagement on the draft Leasing and Licensing Policy was undertaken over five weeks, from 1 October 2025 to 5 November 2025. It targeted existing lease and licence holders, including sporting clubs, community groups, Surf Life Saving Clubs, State Government occupants, Emergency Services and Commercial tenants.

Stakeholders were contacted directly via email and directed to the Your Say project page to access information and provide feedback.

Emails were also sent to 1,911 Your Say subscribers with an interest in Council Land and/or Community and Sporting facilities.

Whilst the engagement was targeted to current occupants of Council facilities, the Your Say page was publicly accessible to any interested party to provide feedback.

The purpose of the engagement was to seek stakeholder input on the draft Policy, with particular focus on the areas highlighted in yellow, representing less common or alternative

approaches to occupancy of Council land and buildings. Stakeholders were also invited to comment on any other aspect of the draft Policy.

During the engagement period, the Your Say project page received 167 visits and the draft Policy was downloaded 134 times.

Eleven submissions were received through the online feedback tools. Verbatim comments and a summary of key themes are provided in the Community Engagement Feedback Report (Attachment 1).

Overall, feedback indicated general support for implementation of a Policy that provides clarity regarding tenure and fee structure.

### **Modifications to draft Policy**

Feedback from the engagement period was shared with Elected Members at a second workshop in February 2026, which included a recap of the Policy, an overview of engagement methods, and updates made since the earlier draft. Modifications to the Policy were also informed by previous Elected Member feedback from 2024 and recent lease negotiation outcomes.

Key modifications include:

- clarifying conditions on not-for-profit subletting to commercial organisations,
- incorporating the February 2025 Council resolution approving long-term leases of up to 15 years for Council's 12 multi-use sporting facilities (MUSF), at each MUSF's request, subject to performance and public consultation outcomes
- incorporating Council approval to enter into long-term lease agreements for its five Surf Life Saving Clubs. To date consultation has been undertaken for three Clubs and lease negotiations are in progress to enter into 21 year agreements
- expanding the clause on gaming and gambling to specify that pre-existing gaming machines may be retained with Council consent, however Council may refuse consent at its discretion.

### **Impacts to current Occupants of Council facilities**

For key areas of engagement representing less common scenarios, the impacts to current lease and licence holders are as follows:

#### ***Gaming and gambling***

This clause already exists in lease templates but has been expanded in the Policy for additional clarification.

To the best of our knowledge, no current tenants are in breach.

Some sporting clubs conduct regular Bingo nights, which comply with the *Lottery and Gaming Act 1936* and *Lottery and Gaming Regulations 2008*.

The updated clause also addresses situations where Council may acquire a facility containing existing gaming machines which may be retained with Council's consent.

#### ***Commercial sub-user conditions and limitations***

This clause already exists in lease templates and the Policy adds considerations and conditions to ensure a consistent approach for Lessees seeking Council consent.

We have been working with lessees on a case-by-case basis, focussing on mutually beneficial outcomes for Council and the community.



### *Selection of an Occupant*

To ensure fairness of opportunity, Council may select an occupant via an Expression of Interest process (clause 9), a common practice when a building becomes vacant.

The Policy introduces a new clause limiting “holding over” of an expired agreement to a maximum of six months. This ensures compliance with legislative requirements, including Section 202 of the *Local Government Act 1999*, which requires public consultation for leases longer than five years.

Council currently has more than 200 lease agreements. Five lessees are in holding-over for more than six months and five are in holding over for fewer than six months. The Policy will guide Council in assisting these lessees to transition to new leases and formalise their tenure.

This clause addresses risks associated with extended holdover lease arrangements.

## 6. Risk and opportunity management

Risk	
Identify	Mitigation
Reputation/community expectation	The draft Leasing and Licensing Policy is designed to align with Council’s legislative obligations, strategic objectives of providing safe and welcoming community facilities, and the community’s vision for sustainable facilities.
Policy positions are perceived as conflicting with the community’s priorities	Demonstrate how the Policy supports sustainable lease management by ensuring Council assets are used efficiently and effectively, facilitating optimal outcomes for both Council and the community.
Inconsistent application of the Policy across different occupants leads to perceptions of inequity	Staff training, clear internal procedures, standard templates and decision-making criteria is implemented to ensure consistent application. Some flexibility is built in to accommodate differences across various leased facilities.
Political	
Elected Members receive complaints from clubs and community organisations impacted by changes to leasing arrangements.	Elected Members have been engaged through two workshops to provide feedback on the draft Policy. Current occupants were also consulted to gather and consider their views. Consideration has been given to any affected lessees, noting that the majority of the Policy reflects existing practises or legislative requirements. Clear criteria and support will be provided to any impacted lessees to assist with transitional arrangements.
Compliance/legal	
Implementing a formal Lease and Licence Policy mitigates	The Policy translates legal obligations into practical guidance for staff, ensuring key requirements are

Risk	
Identify	Mitigation
the risk of legislative non-compliance by providing a transparent, consistent framework for managing Council land and buildings in line with relevant legislation.	consistently addressed. A documented Policy also reduces reliance on ad-hoc approaches and helps ensure Council actions are lawful, transparent, and defensible if challenged. Discretionary aspects of the Policy may be varied by Council resolution if the circumstances warrant.

Opportunity	
Identify	Maximising the opportunity
Adoption of a Leasing and Licensing Policy provides the opportunity to improve practices for managing community land and guide decision-making.	The Policy promotes transparent and consistent decision-making and provides clear guidance for staff.

## 7. Timelines and deadlines

There are no deadlines, but it is prudent to introduce the Policy in a timely manner for the opportunity described above.

## 8. Next steps

If Council adopts the Policy, all existing occupants of Council land and buildings will be notified of its implementation and any key changes that may affect them.

## 9. Attachments

Attachment 1 – Community Engagement Feedback Report (8 pages)

Attachment 2 – Draft Policy – Leasing and Licensing of Council's Community Land and/or Buildings (13 pages)

- END OF REPORT -

# COMMUNITY ENGAGEMENT FEEDBACK REPORT

# Leasing and Licensing Policy

November 2025

## Introduction

Council is proposing to implement a Lease and Licence Policy for Council land that will:

- Align with Council's strategic vision and directions
- Guide the appropriate use of council facilities
- Support legislative compliance
- Administer the appropriate tenure, fee structure and conditions
- Ensure an open, equitable and transparent process for the occupancy of council's community land and/or buildings, with a focus on achieving optimal outcomes for council and its ratepayers, both financially and non-financially.
- Guide council decisions in relation to the type of agreement, tenure, conditions and fee structure to be applied to the occupancy of council's community land and buildings.
- Guide council decisions in relation to the selection of new occupants and the renewal of agreements with existing occupant.
- Administer occupancy agreements in accordance with council's endorsed strategic directions and policy, and relevant legislation and obligations

The draft policy is coloured coded highlighting three key areas:

**Blue** = required by legislation or endorsed council position – the direction is clear

**Green** – is generally council's established and historic practice – you would commonly see these policies already reflected in lease agreements and none would be a surprise to lessees

**Yellow** – are new policies or altered policies that need council direction. There may also be options to consider

Stakeholders were asked to provide their thoughts on the areas highlighted in yellow that represent a different or less common approach. Participants were also invited to provide feedback on anything else in the draft to help inform the final policy.

## Community engagement purpose

The purpose of the engagement was to seek feedback on the draft Leasing and Licensing Policy, ensuring key stakeholders were able to share their views and experiences to help shape the final version.

## Engagement techniques

The engagement was targeted to existing lease and licence holders, including Sporting Clubs, Community Groups, Surf Life Saving Clubs, State Government, Emergency Services, and Commercial Tenants. The engagement was also made available to the public.

The following techniques were used to drive engagement and participation:

- Direct email to stakeholders (Current Leaseholders and Licence Holders)
- Your Say project page with information and engagement tool to collect feedback
  - Stakeholders invited via email and provided a link directly to the page.



- Emails sent to 1,911 Your Say subscribers with an interest in Council Land (leases, permits, land revocations) and/or Community and sporting facilities.

## Summary of community engagement outcomes

Engagement was open for five weeks from 1 October 2025 to 5 November 2025.

During the engagement period, there were 167 visitors to the Your Say project page, resulting in 134 downloads of the draft Policy, and 11 contributions via the online feedback tools:

- 8 via online survey
- 3 via online 'quick survey'

*Note: verbatim comments are shared in Appendix A to this document.*

The online survey asked participants to share their thoughts on the yellow highlighted sections, which reflect new or altered policies requiring council direction and representing a proposed change in approach. Participants were also invited to provide broader feedback on the draft. Both questions were open-ended text boxes enabling participants to provide detailed feedback in their own words.

### What We Heard – Key Themes

- **Sub-leasing and facility use:** 2 participants noted potential for sub-leasing underutilized areas to increase community use.
- **Volunteer reliance:** 3 comments highlighted the heavy reliance on volunteers to support fundraising and facility operations.
- **Maintenance and structural clarity:** 3 participants requested a clear definition of "maintenance and structural," noting previous grey areas, including age, structural integrity, capital investment, fees, and charges.
- **Bowling green and irrigation concerns:** 2 participants raised concerns about water costs and maintenance, particularly during drought periods.
- **Grants and Council partnership:** 1 participant asked for clarification on Council's intent to continue applying for grants on behalf of clubs.
- **Smoking and vaping policy:** 1 participant suggested a clear policy defining "premises" for consistency across leases.
- **Legal liability:** 1 participant raised the need for hirers or sub-lessees to carry their own public liability insurance.
- **Youth participation:** 1 participant suggested consideration of discounts for organisations promoting youth participation in sport.
- **Community hall operations and volunteer support:** 2 participants highlighted the importance of supporting volunteers and ensuring halls remain viable, noting the challenges in today's financial and volunteer climate.
- **Emergency services recognition:** 1 participant emphasized that Surf Life Saving Clubs should be treated as essential services rather than community or sporting clubs, with priority in maintenance and support.
- **Gaming and gambling:** 1 participant indicated gaming and gambling should not be considered for council facilities.

The **quick online survey** offered participants an alternative to provide feedback without completing the full survey.

Of the three participants who completed the quick survey:

- **2 said** 'the draft policy looks good'
- **1 said** 'I have nothing to say'

Feedback is summarised below, highlighting the key areas stakeholders were asked to provide their thoughts on and what we heard through their feedback regarding these areas.

### **Sub-letting**

- Stakeholders generally support sub-letting of underutilised areas where it:
  - Improves community access to facilities.
  - Supports organisations that rely heavily on volunteers and fundraising.
- Support is conditional on appropriate safeguards being in place.
- Concerns were raised that the draft policy does not clearly address:
  - Legal liability.
  - Public liability insurance requirements for hirers or sub-lessees.

### **Selection of an Occupant**

- Stakeholders support the principle that occupants should be:
  - Financially sound.
  - Trustworthy and capable of meeting lease obligations.
- Concerns were raised that changes should not:
  - Make it harder for volunteers to manage facilities.
  - Disadvantage community-based or youth-focused organisations.
- Feedback highlighted that not all youth sport organisations are not-for-profit yet still deliver significant community benefit.

### **Gaming and Gambling Activities**

- Strong and consistent opposition to gaming and gambling activities.
- Clear expectation from stakeholders that these activities should not be supported in community-leased facilities

## Evaluation

The engagement met its objectives by reaching key stakeholders and the wider community.

While the number of contributions was low, the Your Say page received 167 visits, and the draft Policy was downloaded more than 130 times. This suggests that many people accessed the information without providing formal feedback.

- There were 167 visitors to the Your Say page
- The draft Policy was downloaded 134 times
- There were 11 total contributions.

## Sign-off

All feedback reports are to be reviewed by the Engagement Unit  
([engagement@onkaparinga.sa.gov.au](mailto:engagement@onkaparinga.sa.gov.au))

### Officer who prepared the document

Name: Brooke Sanders  
Position title: Senior Property officer

### Reviewed by Community Engagement Advisor

Name: Paula Bugden  
Date: 30/1/26

### Approved by

Name: Ian Hawkins  
Position title: Manager Community Safety and Property  
Date: \_\_\_\_\_

## Appendix A: Verbatim Your Say Survey Comments

### Please share your thoughts on these sections (Lease Policy)

We see potential for sub-leasing of underutilized areas and the acknowledgement of the heavy reliance on volunteers which enable a significant % of our fundraising.

"It is good that council sees that sub letting is of benefit so that facilities can be used by more of the community.

I saw nothing about legal liability. eg a requirement for each hirer or sub letter carries their own public liability insurance."

Consideration/discounts given to organisations promoting Youth In Sport.

Creating a good place for our youth, encouraging participation and a good well-being.

Not all organisations (Youth In Sport ) are non for profit and are paying top dollar for these venues.

Gaming & Gambling - this should NOT be ever considered.

My thoughts are in relation to ALL Community Halls. Given today's financial climate, these halls are important. Also given today's world, finding volunteers to run them is hard and anything you have/may change only makes it harder to attract people to run them. Councils are meant to represent the community. You are not!!

I don't think this section recognizes an emergency service (Surf Lifesaving Club (SLSC)) compared to a Community or sports clubs; this is also proven in when the council is contacted for maintenance or other reason our choice is we have to say we are a sporting club. The SLSCs are lumped together as a "club".

In saying this the SLSCs need to be prioritized as an organization that is an "essential service"; this is missing from the Council's staff and general public of understanding. The way we deal with the public is as surf Life savers patrolling Council beaches as volunteers and providing a safe environment.

I can see what you are attempting to describe but this fails with respect to SLSCs; we almost need a recognition that we are NOT a sporting club or Community Club but an essential service responsible for the safety of people.

I'm retired now but my personal employment background is as an 25-year Commonwealth public servant and my last 10 years of service as a Policy and Procurement specialist with the Department of Premier and Cabinet; I will be more than happy to assist in reworking this section if that is a recommendation.



### Have feedback on anything else in the draft?

Our Board of Directors are very keen to discuss Council's proposed changes in yellow, including a clear definition of "maintenance and structural" as there have been grey areas in recent times. Age and structural integrity, level of capital investment, fees and charges will be significant concerns for exploration.

Bowling green maintenance and irrigation are big concerns given significant increases to water costs, particularly in years of drought.

We need to know Council's intent to continue applying for Grants in partnership with, or on behalf of the Club, including replacement of playing surfaces as was the case for our Western synthetic green.

We believe it would be helpful if Council adopted a prohibition policy for vaping and smoking with a definition of "premises", perhaps which specifies "within the boundaries of the property" which is the same for all leases.

To review this document and make comment unfortunately is outside of my skill set. I appreciate the offer however I have no comment/feedback.

Occupant must be a sound and valid business - financially secure & trustworthy.

You are not listening at all!!! Council have their own agenda due to management.

Please consider carefully what changes you make. Don't sell off public land. Don't make it hard for volunteers to help you run things. At this point in time you are making it impossible.

Its great work that you are trying to do and valuable work, but you have holes as I've attempted to describe as above.

## Appendix B: Letter to Lease and Licence Holders

### Have Your Say – Leasing and Licencing of Council's Community Land and/or Buildings – Policy

The City of Onkaparinga is proposing to implement a Leasing and Licensing Policy to guide Council decisions on the type of agreement, tenure and conditions applied to the occupancy of Council-owned community land and buildings.

The purpose of this policy is to provide council with a clear and consistent way of administering occupancy agreements. It ensures decisions are fair, transparent, and meet all legal requirements, strategic directions and policy, while supporting the community and ensuring Council buildings are managed in ways that benefit everyone.

As a current lease or licence holder, we're keen to hear your thoughts on the draft Policy.

To assist occupants to understand the varying components of the draft policy, a key is provided which breaks down the policy into three different areas:

- **Text in blue** denotes policies that are required by legislation, or are an endorsed council position and are therefore non-negotiable
- **Text in green** denotes policies that are accepted or historic policy of council, often embedded in Occupancy Agreements, other policies, or Fees and Charges and are therefore no surprise to tenants
- **Text in yellow** denotes policies that are new or altered and represent a new way of doing things, potentially including options and therefore require direction from council and input from lessees.

As part of the policy development, we are now seeking your feedback on the draft policy, particularly on elements that are new or represent a change to current practice (yellow highlighted sections)

To view the draft policy and provide feedback, please visit the Your Say page [\(here\)](#).

Feedback is welcome via any of the methods listed below:

Online: [\(add live link\)](#)

E-mail: [mail@onkaparinga.sa.gov.au](mailto:mail@onkaparinga.sa.gov.au)

Post: City of Onkaparinga, PO Box 1, Noarlunga Centre, SA 5168

Personal Delivery: Customer Services Centre, Ramsay Place, Noarlunga Centre

Please address all written feedback for the attention of Brooke Sanders, Senior Property Officer.

All submissions received will be summarised and the information provided to Council for consideration and determination.

Consultation is open until **5 November 2025** If you have any queries, please contact me on 8384 0666.

Kind regards



Brooke Sanders  
**Senior Property Officer**

## POLICY– COUNCIL

Leasing and Licensing of Council's Community Land  
and/or Buildings

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## 1. Document control

<b>Author – name and position</b> (to whom changes are recommended)	Team Leader Property Transactions
<b>Stakeholders</b> (audience and engagement groups)	Public, Ratepayers, Occupants, Persons and Groups interested in leasing, licensing, managing Council's facilities
<b>Reviewed by – name and position</b>	Ian Hawkins, Manager Community Safety and Property Nick Carr, Manager Recreation Services Paul Wright, Manager Community Capacity
<b>Approved by</b> (document owner)	Council
<b>Approval date</b>	TBD
<b>Approval ECM number</b>	6240311
<b>Current version number</b>	Insert text here
<b>Review cycle (number of years)</b>	First review after 2 years Subsequently 5 yearly or as needed
<b>History</b> (previous review dates)	No previous Policy endorsed
<b>Related policies/procedures</b>	Community Vision 2034 Strategic Asset Management Plan (SAMP) Long Term Financial Plan Community Land Management Plans Public Consultation Policy Landowner Consent (SOP) Sport & Active Recreation Action Plan 2021-25 Community Capacity Strategic Plan 2021-24 Inclusive Communities Action Plan 2021-24 Arts and Cultural Development Action Plan 2022-25 Community Facility Guidelines March 2024 Annual Schedule of Fees and Charges
<b>Document location</b>	Original: 6240311 Published: Insert text here

Electronic version on the intranet or website is the controlled version.



## 2. Preamble

The contents of and the commitments that council makes in this policy are not intended to be and should not be interpreted to be any more than a statement of the City of Onkaparinga's general position in relation to those matters, and to facilitate its aspirations wherever it is reasonable to do so.

Key to draft policy:

- Text in blue denotes policies that are required by legislation, or are an endorsed council position and are therefore non-negotiable
- Text in green denotes policies that are accepted or historic policy of council, often embedded in Occupancy Agreements, other policies, or Fees and Charges and are therefore no surprise to Occupants
- Text in yellow denotes policies that are new or altered and represent a new way of doing things, potentially including options and therefore require direction from council and input from Occupants.

## 3. Policy purpose

- a. The purpose of this policy is to:
  1. Ensure an open, equitable and transparent process for the occupancy of council's Community Land and/or buildings, with a focus on achieving optimal outcomes for council and its ratepayers, both financially and non-financially.
  2. Guide council decisions in relation to the type of agreement, tenure, conditions and fee structure to be applied to the occupancy of council's Community Land and buildings.
  3. Guide council decisions in relation to the selection of new Occupants and the renewal of agreements with existing Occupant.
  4. Administer occupancy agreements in accordance with council's endorsed strategic directions and policy, and relevant legislation and obligations.
- b. It is acknowledged that any legislative requirement that affects council will take precedence over council's policies and procedures.

## 4. Scope

- a. This policy applies to the administration of occupancy agreements for Community Land and/or buildings owned by or under the care and control of council that are located on Community Land.
- b. This policy excludes agreements related to public roads, temporary permits or licenses for events, and agreements for residents of council's Tourist Parks in accordance with the *Residential Parks Act 2007*.
- c. This policy does not apply to land that has been excluded from the Community Land provisions of the *Local Government Act 1999*.

## 5. Definitions

Community Land	All local government land (excluding roads) owned or managed by Council as classified under Chapter 11 of the <i>Local Government Act 1999</i> , including any buildings thereon.
Commercial Organisation	An organisation, including incorporated body, co-operative society, partnership or sole trader conducting activities for the purposes of deriving a financial return to the proprietors or shareholders.
Community Organisation	Incorporated associations (under the <i>Associations Incorporation Act 1985</i> ) and other community groups whose primary objective is service to the community and whose members do not receive the profit that may be generated by activities of the organisation.
Emergency Service	Service providers that respond to emergencies and provide other safety-related services either as part of their on-the-job duties or as part of the main mission of their business (eg CFS, Surf Life Saving).
Ground Lease	An agreement in which an Occupant is permitted to develop land during the Lease period, after which the land and all improvements are turned over to the property/landowner.
Lease	A contract by which Council (as landlord) grants exclusive rights to occupy land and/or premises to an Occupant for a specified time and under certain terms and conditions.
Licence	A contract by which Council (as licensor) grants non- exclusive contractual rights to occupy land and/or premises to a licensee, for a specified time and under certain terms and conditions.
Management Agreement	An agreement under which an organisation manages land (or part of) owned by Council or under Council's care, control and management for the purpose of managing a community facility. This can sometimes be referred to as Partnership and Management Agreement.
Not-for-Profit (NFP)	Organisations that provide services to the community and do not operate to make a profit for their members (or shareholders, if applicable) as defined by the Australian Taxation Office.
Occupancy Agreement	An agreement with an organisation wishing to occupy council's Community Land and/or buildings, which could take the form of a hire, Licence, Lease, Ground Lease, Management, or other agreement.
Occupant	An organisation or entity occupying council's Community Land and/or buildings.
Permitted Use	The use of the Premises as described in the Occupancy Agreement and within the relevant Community Land Management Plan (where applicable) and in ensuring compliance with relevant Land Use and Building codes.
Premises	The Premises as described in the Occupancy Agreement also referred to as the Leased or Licenced Area and includes all present and future improvements thereon and the Council's Equipment.
Sub-lease, sub-licence or sub-user agreement	An agreement between council's Occupant and another organisation that stipulates the negotiated fees, charges, conditions and times of use for the period of the agreement.



## 6. Strategic context

- a. City of Onkaparinga Community Vision 2034 guides the way council leases and licences its facilities, particularly its Community Vision Statement:

*It's friendly here. People connect with each other across a range of celebrated differences. No matter what age, ability, gender or cultural identity, there are things to do, safe places to go, groups to join, arts to experience, opportunities to learn, and ways to be active. Everyone has the capacity to look after their personal and collective wellbeing and, when times are tough, find support.*

## 7. Policy Objectives

Council is committed to:

1. Providing opportunities to access and occupy safe, welcoming and inclusive facilities on council land in a fair, equitable, inclusive and consistent manner through Leases, Licences or Management Agreements.
2. Ensuring council assets are utilised effectively and efficiently, facilitate optimum use and outcomes, and in a manner that aligns with council's strategic directions and Community Land Management Plans.
3. Managing council assets in a manner that responds to a range of uses including sporting, recreation, educational, cultural, and emergency services and commercial pursuits that meet the needs of a diverse community.
4. Supporting not-for-profit groups and organisations to increase their capacity and capability, recognising the significant role they play in delivering social and physical community wellbeing, and acknowledging that many of council's Occupants are heavily reliant on volunteers.
5. Supporting and encouraging not-for-profit groups and organisations to be financially sustainable and transparent in their operations, adopt good governance principles and meet their legislative obligations.
6. Providing fair, open and equitable opportunities for the commercial use of council's Community Land and/or buildings where not required for sole community benefit or the delivery of community services.
7. Ensuring that the commercial occupancy of council's Community Land and/or buildings does not generate a financial burden for council or the wider community.
8. Ensuring council assets are fit-for-purpose and managed in a manner that is accountable, responsible, safe, sustainable, and provides benefit to the community.
9. Ensuring that community services performed, and facilities provided on land owned by council are provided in a manner that is welcoming, equitable, accessible, inclusive, and affordable.
10. Ensuring that the financial risks associated with council assets are not a burden to council and the wider community.
11. Where appropriate, ensuring certain costs are shared equitably between the Occupant and the council in a manner that reflects levels of community access and benefit.



## 8. Occupancy Agreements

- a. Council will enter into an Occupancy Agreement for the use of council's Community Land and buildings that aligns with council's strategic directions, the needs of the community, the intended purpose of the facility, the needs of the Occupant, and legislative obligations (including compliance with the relevant Community Land Management Plan).
- b. A **Hire Agreement** will be used for once-off, occasional or short-term use of council's Community Land and/or buildings
- c. A **Licence Agreement** will be used for regular and ongoing non-exclusive use of council's Community Land and/or buildings
  1. Licence Agreements may be granted on a seasonal basis after considering the needs of the community, the strategic directions of council and the needs of the Occupant.
  2. Licence Agreements will usually be granted for a period of up to 5 years however may be granted for periods of time greater than five years where occupied for the purposes of delivering emergency or government services, or where aligned with the strategic directions of council.
- d. A **Lease Agreement** will be used for exclusive use of council's Community Land and/or buildings.
  1. Lease Agreements will generally be granted for a period of up to five years but may be granted for periods of time greater than five years after considering:
    - 1.1 The level (actual or committed by way of a long-term agreement) of capital investment in the facility by the Occupant.
    - 1.2 The use of the land for the purposes of delivering emergency services.
    - 1.3 The use of the land by State or Federal government agencies.
    - 1.4 The amount of rent negotiated.
    - 1.5 The scale, specialist nature and/or significance of the facility.
    - 1.6 The outcomes of a competitive tender process.
    - 1.7 The desire to attract private investment to develop a public asset.
    - 1.8 Public consultation outcomes and other legislative requirements
    - 1.9 In relation to Multi-Use Sporting Facilities (MUSFs), Council approved at its meeting on 18 February 2025 long-term leases of up to 15-years to its 12 MUSFs at each MUSF's request and subject to Public Consultation outcomes in accordance with Section 202 of the *Local Government Act 1999*.
    - 1.10 In relation to Surf Life Saving Clubs, Council approved at its meeting on 21 June 2022 Public Consultation on long-term occupancy agreements for each Surf Life Saving Club as required under Section 202 of the *Local Government Act 1999*.
    - 1.11 Where Lease Agreements are provided for periods of time longer than five years, the exercise of any rights of renewal will be subject to any notices of breach issued, whether the Occupant has been meeting key performance indicators, and any other non-compliance with the terms



and conditions detailed in the Lease Agreement being addressed to council's satisfaction. This is to ensure periodic reviews in the context of council's strategic objectives, community need, and in the interests of open, transparent and equitable use of council land.

- 1.12 Lease Agreements may be granted for periods of time shorter than five years after considering the needs of the community, the strategic directions of council and the needs of the Occupant.

- e. A **Ground Lease Agreement** will be used for regular and ongoing exclusive use of council's Community Land for periods where improvements are funded by and to be placed under the care and control of the Occupant.
  1. New Ground Lease Agreements will generally be granted for a period of up to 42 years after considering:
    - 1.1 The nature, age and structural integrity of the asset (as assessed by a reputable asset auditing engineer at the cost of the proposed Occupant)
    - 1.2 The level (actual or committed by way of a long-term agreement) of capital investment in the facility by the Occupant.
    - 1.3 The amount of rent negotiated.
    - 1.4 The outcomes of a competitive tender process.
    - 1.5 The desire to attract private investment.
  2. Ground Lease Agreements will require improvements and alterations made after execution of the Lease (after obtaining council's prior written consent) to be under the care and control of the lessee during the period of the Lease, vesting in the council when the Lease is surrendered or when otherwise agreed by both parties.
  3. Whilst improvements to land under a Ground Lease Agreement will generally be under the care and control of the Occupant, Council reserves the right to enforce any legislative obligations that may apply.
  4. Upon expiry, surrender or termination of the Ground Lease, council may require the Occupant to remove all improvements and remedy the land to its condition prior to the Ground Lease.
- f. A **Management Agreement** will be used for shared use of council's Community Land and buildings where council is seeking to partner with other organisation(s) for the delivery of council services and/or where other complex partnership arrangements may apply. Management Agreements will be for periods generally up to 5 years but may be in some cases up to 42 years. Management Agreements can be comprehensive and cover arrangements for funding, cost sharing, legal responsibilities, maintenance, use, supervision, staff and access. A Management Agreement will clearly establish and document the rights and responsibilities of all parties.
- g. In accordance with the *Local Government Act 1999*, terms of agreement for Leases or Licences over council Community Land will not exceed 42 years inclusive of any rights of renewal.

## 9. Selection of an Occupant

- a. To ensure fairness of opportunity, Council may select an Occupant via an Expression of Interest (EOI) process:
  1. Prior to the establishment of a new Lease, Licence or Management Agreement
  2. Prior to the expiration of an existing Lease, Licence or Management Agreement where:
    - 1.1 The existing Occupant has surrendered the Lease and vacated the premises,
    - 1.2 The existing Occupant has a history of breaching obligations,
    - 1.3 The existing Occupant remains in 'holding over' for a period of six months or greater, or
    - 1.4 The premises has become vacant for any other reason.
  3. Where Council is otherwise legally obligated to do so.
- b. Council may select a new Occupant without an Expression of Interest (EOI) process where:
  1. The Occupancy Agreement would be with a State or Federal Minister, or for the purpose of emergency services.
  2. Council is satisfied that there is likely to be an absence of competition in relation to occupancy of the land and/or building.
  3. Council is otherwise legally obligated to do so.

## 10. Sub-Letting and Hire of Facilities

- a. Sub-letting and hire of facilities is encouraged where it is subservient to the primary use of the tenancy, encourages wider community benefit and participation, increases facility usage, and encourages the efficient use of council facilities.
- b. Occupants wishing to sub-let must first gain the written consent of council before entering into any negotiations with third party proponents.
- c. Council may require the Occupant to impose a sub-let fee having regard to:
  1. The extent to which the proposed sub-let use meets the needs of the community in relation to the facility's primary use in the context of city-wide facility demand and supply.
  2. The extent to which the proposed sub-let use excludes the wider community from being able to access the facility due to availability and/or cost.
  3. The extent to which the proposed sub-let encourages wider community benefit and participation.
  4. Market competition and benchmarking, having regard to the principles of competitive neutrality, with an appropriate fee to be calculated by an independent valuer based on comparable market evidence.
  5. Legislative requirements.



- d. Not-for-profit Occupants intending to sub-let to commercial organisations undertaking a commercial use of council Community Land and/or buildings must:
  1. Do so via a genuine, open and competitive process to the satisfaction of council.
  2. Charge a market commercial rate, having regard to the principles of competitive neutrality.
  3. Satisfy council that it has the capacity to manage a commercial sub-lease, including an awareness and understanding of relevant legislation.
  4. Comply at all times with relevant legislation, including but not limited to the Retail and *Commercial Leases Act 1995*.
  5. Document the arrangement using documents prepared by, or acceptable to, council.
- e. The proposed sub-letting of Community Land and/or buildings by a not-for-profit Occupant to an organisation at a rate that is higher than its own Occupancy Agreement fee will trigger a review and possible variation of the existing Agreement. Council may deem it to be a commercial operation and certain conditions of consent will be applied, on a case-by-case basis, included but not limited to the following: 12.a
  1. the rent may be reviewed to fair market rent in accordance with 12.a.2.
  2. Council may require the rental income derived to be directed to a sinking fund to contribute to facility maintenance or infrastructure renewal
  3. Council may require the Occupant to negotiate with it to assume additional repair and maintenance responsibilities under the Lease Agreement, taking into account:
    - i. The extent of the Occupant's expenses in relation to maintenance and operation of the facility, remuneration of volunteers, and operation of the organisation.
    - ii. Any upcoming maintenance or asset renewal requirements.
- f. The balance of the money derived by the head lessor from the sub-lease must be used solely in connection with the Permitted Use under the head lease.
- g. Occupants are encouraged to hire facilities out to the wider community using an appropriate fee.

## 11. Public Consultation

- a. Public consultation will be undertaken on a draft Occupancy Agreement in accordance with the *Local Government Act 1999* where:
  1. The proposed tenure period is greater than five years, including any right of renewal, and
  2. The amendment of the relevant Community Land Management Plan is required.
- b. Council may undertake additional public consultation in relation to a Licence, Lease or Management Agreement at its complete discretion and in accordance with its Public Consultation Policy.



## 12. Fees and Charges

- a. Council will apply a fee to Occupancy Agreements based on:
  1. Council's Schedule of Fees and Charges with respect to hire arrangements.
  2. Commercial market rates with respect to commercial Occupants, or in situations where there is a competing market and the principles of competitive neutrality apply.
  3. A contribution towards building facility maintenance with respect to not-for-profit organisations charged as a service fee (rent) to lessees based on the following Council endorsed formula:

Building facilities maintenance: 1.5% of the Building Value

Subsidy: 80%

Calculation: (Building Value x 1.5%) x 20% = annual service fee
  4. Case-by-case negotiations with respect to Management Agreements.
- b. Fees may apply for the maintenance of facilities such as hard courts and turfed spaces and are applied in accordance with council's Schedule of Fees and Charges and the cost sharing principles for sporting club fees approved by Council at its meeting on 18 July 2023.
- c. Other fees and charges may apply, including but not limited to security services, building insurance premiums, Emergency Services Levy, and rates and taxes.

## 13. Maintenance, Outgoings and Improvements

- a. Maintenance responsibilities will be clearly specified in the form of a maintenance schedule attached to the Occupancy Agreement, with council generally taking on the structural maintenance obligations associated with buildings, except in the case of a Ground Lease, in which case all assets will be the responsibility of the Occupant.
- b. Occupants will be responsible for the cost of all utilities and outgoings associated with their operations.
- c. Where turfed sportsgrounds are leased for exclusive use, the Occupant will be required to provide public access when not being used by the Occupant for scheduled training and matches. In recognition of this:
  1. Council will take on the maintenance of turfed sportsgrounds and recover a percentage of the annual costs of maintenance from the Occupant via a Sports Ground Maintenance Fee
  2. For turfed sportsgrounds irrigated using mains water, council will pay the cost of irrigation applied to turfed playing surfaces (pitches and ovals) at the relevant industry standard, calculated 'Kilolitres multiplied by the current SA Water or Reclaimed water sources price per Kilolitre'.
  3. For turf sportsgrounds irrigated using bore water, council will provide advice and support in relation to the ongoing maintenance of bore water systems in accordance with the Occupancy Agreement.
- d. The maintenance and irrigation of fine turf playing surfaces (such as bowling and croquet greens, and turf cricket wickets) are the full responsibility of the Occupant.



- e. For the renewal of synthetic turf playing surfaces at the end of their asset life (as determined by council depending on usage, condition and demand), council will require the establishment of a sinking fund at a rate to be determined by council.
- f. Where hardcourts are leased for exclusive use, the Occupant will be required to provide reasonable public access when not being used by the Occupant via hire or other arrangement. In recognition of this:
  - 1. Council will take on the maintenance of hardcourts as specified by the Occupancy Agreement, including minor maintenance associated with court surfaces, fencing and lighting, as well as the periodic recoating of courts.
  - 2. Council will recover a percentage of the costs of maintenance from the Occupant via a Court Maintenance Fee, that is specified in council's Schedule of Fees and Charges and charged annually.
- g. As part of the Occupancy Agreement, council may require the lessee to establish a sinking fund to fund major maintenance or repairs.
- h. Before undertaking any alteration, addition or modification to a facility, an Occupant is required to obtain the prior written consent of council in accordance with council's Landowner Consent Procedure, together with all necessary development approvals.

## 14. Governance and Reporting

- a. Not-for-profit organisations operating on council land are expected to implement and maintain system(s) of governance that reflects council and community expectations, including good leadership, transparent decision-making processes, appropriate financial management, and a culture of safe, welcome and ethical behaviours.
- b. Any Occupancy Agreement with a not-for-profit organisation or government entity will require the provision of an annual report by the Occupant to council detailing its performance against the key performance indicators detailed in the relevant Occupancy Agreement. Non-compliance may be deemed a breach of the terms and conditions of the Occupancy Agreement and potentially impact the Occupant's chances of entering into new future agreements with council.

## 15. Gaming, Alcohol and Smoking

- a. Gambling activities, including the installation or operation of gaming machines, is not permitted on Community Land.
- b. Activities that are deemed to be fundraiser lotteries under Part 2, Division 1 of the *Lotteries Regulations 2021* are permitted if they are undertaken in accordance with relevant legislation, do not adversely affect the carrying out of the Occupant's primary purpose of the Lease, are aligned with council's objectives for its leased community facilities, and are undertaken to provide revenue to assist the Occupant in delivering its core functions, supporting maintenance of the facility or otherwise further its objectives.
- c. With the Council's consent, and in the case of a new Occupancy Agreement, an Occupant may retain and operate any pre-existing gaming machine that was operated by the Occupant prior to the commencement of a new Occupancy Agreement. Council reserves its right to refuse to provide its consent in its absolute discretion.



- d. Occupants must not serve, sell or provide to persons, or consume or allow persons to consume alcoholic beverages on the Premises without the Council's consent, which may be granted by Council subject to whatever conditions it sees fit.
- e. The Lessee must not allow any activities to be carried out on the Premises that would require a liquor licence under the *Liquor Licensing Act 1997* (SA) without the Council's consent, which may be granted by Council subject to whatever conditions it sees fit. Council will require assurance that the supply of alcohol would be secondary to the primary use of the facility. Council may withdraw its support and terminate its approval at any time, at which time the Occupant will be required to make application to Consumer and Business Services to surrender any liquor licence over the council owned premises.
- f. Council is committed to ensuring the comfort and enjoyment of members of the community seeking to use council-owned land. Smoking and vaping is prohibited on the Premises and council may direct the Occupant to take action to prevent smoking or vaping on the Premises. Occupants will also be required to comply with the requirements of the *Tobacco and E-Cigarette Products Act 1997* and council's No Smoking and Vaping Policy as a condition of their occupancy.

## 16. Signage and Naming Rights

- a. Council holds the naming rights to all community and sporting facilities on council owned land.
- b. When Occupants wish to encourage sponsorship through fixed signage, council's written consent must first be obtained in accordance with council's Landowner Consent Procedure, together with all necessary development approvals.

## 17. Competitive neutrality

- a. In all matters relating to hire, leasing, licencing and management arrangements council will ensure it meets its obligations in relation to the principles of competitive neutrality.

## 18. Delegations

- a. Council or its officers with delegated authority will, when implementing decisions under this Policy, act in accordance with delegated and financial delegated authority, Council's budget, relevant policies, strategies, plans, agreements and resolutions.
- b. The Chief Executive Officer will refer to Council for consideration any proposed Occupancy Agreement where there is a public objection in accordance with council's Public Consultation Policy.
- c. At their discretion, the Chief Executive Officer may choose to refer to Council for consideration any proposed Occupancy Agreement.

## 19. Relevant legislation and references

- a. *Local Government Act 1999*
- b. *Associations Incorporation Act 1985*
- c. *Crown Land Management Act 2009*
- d. *Landlord and Tenant Act 1936*
- e. *Residential Tenancies Act 1995*

- f. *Retail and Commercial Leases Act 1995*
- g. *Lotteries Act 2019, and Lotteries Regulations 2021*
- h. *Liquor Licensing Act 1997*
- i. *Tobacco and E-Cigarette Products Act 1997*
- j. *Planning, Development and Infrastructure Act 2016*
- k. *South Australian Government Competitive Neutrality Policy Statement, July 2002*

## 20. Further information

- a. Council may revise or review this policy at any time (but not so as to affect any process that has already commenced).
- b. This policy is also available for inspection, downloading or printing from [www.onkaparingacity.com.au](http://www.onkaparingacity.com.au)

## 10.14 CANOPY AND GREENING TARGETS UPDATE

### Report contact

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### Manager

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### Director

Renee Mitchell, Director Planning

### Meeting

Council

### Date

17 March 2026

### 1. Purpose

To update Council on state greening targets for greater Adelaide and recommend new City of Onkaparinga greening targets and performance measures, noting that council cannot achieve these targets alone – community groups, landowners, developers and other levels of government all have roles to play.

### 2. Recommendations

That Council approves the following greening and canopy targets:

#### 1. City wide, Onkaparinga aims to achieve:

- 40% green cover (trees, vegetation, grass) by 2055
- 30% tree canopy cover (trees above 3m) by 2055

#### 2. On council land, Onkaparinga aims to achieve:

- 30% tree canopy cover in urban areas (trees above 3m) by 2055
- Tree establishment programs in all suburbs with < 10% canopy cover by 2055
- Planting 100,000 trees by 2037 (noting we have planted approximately 66,000 trees toward this target since 2017)

#### 3. Council tracks progress toward these targets via:

- performance measures focusing on quality, equity and diversity
- periodic tree mapping with Green Adelaide to monitor and report on progress
- publishing tree planting numbers in Council's annual report.

### 3. Executive Summary

Since setting greening targets in 2017, City of Onkaparinga has delivered targeted tree planting programs to improve tree canopy and green cover on council land (11% of total land type), particularly in urban areas. We have also provided education, support and advocacy to encourage canopy and green cover on residential private land (52% of total land type).

The Greater Adelaide Regional Plan (GARP) released in March 2025 sets a target of 30% tree canopy cover by 2055 across metropolitan Adelaide (including the entirety of City of Onkaparinga), supported by incremental growth of 2 percentage points every five years and 30% canopy in new master-planned developments. Green Adelaide's Urban Greening Strategy complements this vision for a cooler, more biodiverse city.



In response, it is proposed that the City of Onkaparinga revise its greening targets to align with state objectives and local capacity:

**City wide targets:**

- **40% green cover (trees, vegetation, grass) by 2055** (currently 29%)
- **30% tree canopy cover (trees above 3m) by 2055** (currently 20%)

**Council land targets:**

- **30% tree canopy on council land by 2055** (currently 19% including streets and roads).
- **Tree establishment programs in all suburbs with < 10% canopy cover by 2055** (12 suburbs currently under 10%).
- **Planting 100,000 trees by 2037 (approximately 66,000 trees planted toward this target since 2017).**

These targets are supported by continued efforts to retain and maintain our existing urban forest.

Progress will be tracked through canopy mapping, annual reporting, and performance measures including planting a minimum of 4,000 trees per year, achieving 85% establishment rates, and prioritising low-canopy, high-SEIFA index areas.

While the cost of council's greening programs which drive achievement of planting a cumulative 100,000 trees by 2037 is within current Long Term Financial Plan forecasts, it is important to note that there will be future budget pressures related to watering, pruning and other supporting functions to ensure optimum establishment, biodiversity restoration and on-going maintenance of our urban forests and natural areas. These will be added into the Long Term Financial Plan as they are quantified.

**4. Background**

Policy and/or relevant legislation	National Climate Risk Assessment Greater Adelaide Regional Plan 2025 Urban Greening Strategy for Metropolitan Adelaide 2025 City of Onkaparinga: <ul style="list-style-type: none"><li>- Community Vision 2034</li><li>- Strategic Asset Management Plan</li><li>- Climate Change Response Plan 2022 – 2027</li><li>- Open Space Strategic Management Plan</li><li>- Climate Risk Policy</li><li>- Tree Management Policy 2024</li></ul>	
Who did we talk to/who will we be talking to	Development Policy Urban Forest Nature Conservation Technical Services	Projects Assets and Technical Services Community Assets

In 2017, Council approved an initial set of urban greening targets, set from a 2016 baseline:

- a) Urban green cover is increased by 20 per cent by 2045 (from 24.8% to 30%)
- b) *[Urban]* Tree canopy is increased by 20 per cent by 2045 (from 13% to 15%)
- c) 100,000 trees are planted in 20 years *[by 2037]*.

Additional recommendations included:

- reporting on planting numbers in our Annual Report
- engaging the community in understanding the value of trees and appropriate tree species to plant near dwellings
- priority areas for planting informed by tree canopy mapping, heat mapping and social vulnerability (through SEIFA).

Setting these targets guided delivery of a range of services and programs that increased the number of trees we plant, along with awareness of urban greening and canopy as an emerging issue for our residents and businesses.

On 12 December 2023, Council noted findings from a [report](#) investigating the ways council could achieve planting 800,000 trees over 15 years, which forecast that the maximum number of trees council has potential space to plant on appropriate council land is 125,000 (excluding creek lines), at a cost of approximately \$75.8m, with the shortfall of 675,000 trees needing to be planted on private and state government land.

On 16 July 2024 Council approved a [report](#) reviewing the urban forest targets and planting programs, which found:

- council's initial urban canopy cover target had been met ahead of schedule (at 16.5%)
- the need for change in focus to quality over quantity for street tree planting
- existing challenges, opportunities and achievements to date.

This report recommended adopting an interim target to continue to plant 100,000 trees, retain focus on improving greening equity, and improving establishment rates. New targets were to be considered after the release of the Greater Adelaide Regional Plan ([GARP](#)) and the Urban Greening Strategy.

Since this report, council has made progress towards becoming a greener city, including:

- June 2024: held our first Community Tree Giveaway event
- December 2024: adopted our first [Tree Management Policy](#) to help guide a consistent approach to how we manage and retain our trees
- May 2024 – secured \$5 million grant funding to rehabilitate and ecologically restore 5.3 kilometres degraded creeks – including removal of weeds and planting of trees and other vegetation
- March 2025: became a [Tree City of the World](#).
- July 2025: adopted a revised Open Space Strategic Management Plan 2025-30 that includes actions to 'Explore opportunities to increase tree canopy (at maturity) at its Family reserves' and 'Retain existing trees where possible as part of playground renewal projects'
- June 2025: secured cooler, greener, wilder grants of \$300,000.

## Policy and strategy context

Several important state, national and international Acts, Plans and Policies have been introduced which support and in some cases mandate approaches to greening and biodiversity conservation. These include:

- The Kunming-Montreal Global Biodiversity Framework (2022)
- National Biodiversity Strategy and Action Plan (2024)
- South Australia's first Biodiversity Act (2024)
- First National Climate Risk Assessment acknowledging the current and future risk to the natural environment which underpins all other systems (2025)

- National Adaptation Plan (2025)
- IPWEA Asset Management for Green Infrastructure (2025)
- Reforms to the *Environment Protection and Biodiversity Conservation Act 1999* (Cth) (EPBC Act) (2025)
- 2024 Statewide Climate Change Risk and Opportunity Assessment for South Australia (2026)

## 5. Discussion

The Greater Adelaide Regional Plan ([GARP](#)) was officially released 17 March 2025, closely followed by the [Urban Greening Strategy](#) for Metropolitan Adelaide on 25 March.

The overarching state urban greening target set out in the GARP is to: **Achieve 30% tree canopy cover by 2055**. For the purposes of the GARP, 'Metropolitan Adelaide' includes the entire City of Onkaparinga.

This target is supported by two measures:

- For the tree canopy cover to reach 30% across metropolitan Adelaide by 2055, tree canopy will need to grow by around 2 percentage points every five years.
- New master planned greenfield development and strategic infill sites should plan to achieve a 30% canopy cover once their landscaping matures.

It also includes an action to 'enhance Greater Adelaide's tree canopy through the protection of existing trees and planting of new trees on both public and private land,' along with further commitments to strengthening tree protection.

The GARP is supported by Green Adelaide's Urban Greening Strategy for Metropolitan Adelaide, which sets a long-term vision for 'a resilient and liveable Adelaide for all: leafier, cooler and more biodiverse'.

The strategy acknowledges that while councils have a role to play in achieving this vision, private and state land represents a far larger proportion of greening opportunity.

### Revised Greening Targets for Onkaparinga

In revising Onkaparinga's greening targets, we applied these guiding principles:

1. **Aligning with state government targets** and broader policy context, including the forecast impact of climate change on trees and the broader natural environment.
2. **Existing vegetation and canopy cover** including retention of existing trees and vegetation, equity of distribution and residential population density, as well as local topography. *i.e. Where do we need greening most?* For example, street trees provide shade and cooling, while native vegetation supports biodiversity and ecosystem health, and are often the most resilient to our dry climate. Reducing pruning for incidental issues—such as leaf drop, fruiting, and other nuisance matters outlined in the Tree Management Policy—will support better overall canopy health.
3. **Level of influence** – previous analysis indicates that council potentially has the space to plant around 125,000 trees on council land (excluding natural areas and creek lines). We would need almost three times this amount, planted and maintained by all sectors of our community on all land types, to achieve 30% canopy cover in the urban area.
4. **Building on our work to date** – including planting and community engagement programs, canopy mapping, refining plantable opportunities on council land, working with existing vegetation types and growing conditions, and understanding the challenges and opportunities.

5. **Capacity and resourcing** – ensuring our approach is measurable, achievable and affordable. More trees, greening and biodiversity restoration means more watering and maintenance, and potentially more resident requests.

#### Proposed revised targets

	Current coverage	Current Target	New Target	Rationale
<b>Green cover (all trees, shrubs and grass)</b>	29% entire council area 27% urban boundary (2022)	Urban green cover is increased by 20% by 2045 <i>[from 24.8% to 30%].</i>	40% green cover (trees, vegetation, grass) by 2055	Includes all greening Includes supporting biodiversity for optimum outcomes
<b>Tree canopy cover</b>	20% canopy cover for council area (2022)	<i>[Urban]</i> Tree canopy is increased by 20% by 2045 <i>[from 13% to 15%].</i>	30% tree canopy cover (trees taller than 3m) by 2055	Aligns with the GARP target Includes urban and rural areas
<b>Tree canopy cover – council land only (urban areas)</b>	council land 19% (streets 13%, other land 26%)	None	30% tree canopy cover (trees taller than 3m) on council land by 2055	Introduces specific target for council land
<b>Tree establishment programs in 12 low canopy suburbs</b>	12 suburbs under 10% canopy (2022)	None	Tree establishment programs in all suburbs with < 10% canopy cover by 2055	Focus on greening equity and provision for areas that need it most
<b>Tree planting target - council land only</b>	66,000 trees* As of 2025	100,000 trees are planted in 20 years <i>[by 2037].</i>	100,000 trees are planted on council owned or managed land by 2037	No change to planting numbers. Would require a review in 2035 or if targets achieved, sooner

\* we are tracking slightly ahead of schedule for this target, primarily due to additional trees planted through externally funded projects and native vegetation (SEB) offset plantings (which vary over the years).

To track progress toward these targets, we will use:

- **performance measures focusing on quality, establishment rates and equitable provision**

Applying the following performance measures (including two from the GARP) to track progress toward the new targets will help us monitor progress and adjust actions as needed:

- Green cover grows by at least 2 percentage points every five years
- Canopy cover grows by 2 percentage points every five years (GARP)
- New master planned greenfield development and strategic infill sites should plan to achieve a 30% canopy cover once their landscaping matures (GARP)
- Target planting programs to Onkaparinga suburbs with lower canopy cover and higher SEIFA index scores
- Establishment rate of at least 85% for street tree plantings
- Plant 4,000 trees per year as part of our core planting program
- 60% of remnant vegetation mapped by 2030 (currently at 50%).



- **periodic tree mapping with Green Adelaide to monitor and report on progress**

Green Adelaide undertakes tree canopy mapping in partnership with metropolitan councils on a periodic basis. The City of Onkaparinga has participated in 2018/19 and 2022 and will continue to participate in future rounds as budget permits. The next canopy measure is in 2026.

- **publishing tree planting numbers in Council's annual report**

Council will continue to publish the number of trees we plant on council land each year in our annual report, to ensure accountability and transparency with our community.

### **Council's roles in achieving greening targets**

Council has a **direct** role in achieving greening targets that relate to trees, green cover and biodiversity on land that we own or manage.

To meet the revised targets, we need to continue our existing programs and maintenance schedules, retain existing trees as much as possible, extend our commitment to biodiversity preservation, and plan for future operational and capital requirements of planting and maintaining trees and green cover on our land.

Council has a **regulatory** role in applying the Planning and Design Code to development applications related to protection of significant and regulated trees, and in assessing whether new master planned greenfield development and strategic infill sites have sufficiently planned for 30% future canopy coverage.

To meet the revised targets, we need sufficient resourcing to process and assess relevant development applications.

Council has **advocacy** and **information sharing** roles to encourage community members to play their part in tree planting, green cover and biodiversity.

Attachment 1 details the background work as well as current programs and achievements as part of developing the proposed canopy and greening targets and performance measures.

### **Will the new target impact council operations and budget?**

The new targets are based on existing core planting programs, resource capacity and modelling of tree planting opportunities, which continue to be refined.

Externally funded projects (e.g. Urban Recovery and Resilience Project) will contribute to achieving these targets, but are excluded from forecasted planting figures due to their opportunistic nature.

Potential canopy and greening growth has been forecast from the current level of core planting, recent trends and modelling. To maximise the quality and diversity of our urban greening and ensure it is more resilient to climate change will require additional investment in:

- Efficient water use and supportive infrastructure for trees and vegetation to maximise use of water at source.
- Additional infrastructure to support watering such as water trucks and associated staff – particularly for street trees and natural assets.
- Appropriate maintenance levels across parks, street trees and natural areas to ensure supply meets demand and condition suitable for desired ecosystem or health benefits.
- Strategic planning for natural areas to maximise resource allocation and enable additional resources for planting in passive reserves.
- Additional resources to improve biodiversity condition in remnant vegetation areas as opposed to primarily maintenance.

Funding these areas will be considered through annual budgeting processes and the LTTP.

## 6. Financial implications

The current budget for all parks and reserves planting and management, including maintenance, is \$21 million. Of this, \$2.7 million is for mature tree maintenance (pruning and removals where needed), and \$2.5 million is for street tree planting programs (SIP, Urban Forest Renewal, Footpath Programme). The remainder of the budget contributes to the broader urban greening requirements for our parks and reserves. This includes a wide variety of areas that encompass maintenance of our open space amenities such as irrigation, sport turf maintenance, plant hire, contracted services, and materials.

The \$21 million does not include greening initiatives from projects or playground upgrades as these are incorporated into the relevant project Project and Capital Works (PCW) budgets.

### Annual planting programs

A large portion of our canopy outcomes come from what is referred to as our 'core' planting programs – used for modelling, budgeting and forecasting. This includes:

Department	Planting program	Average number of trees as part of 'core' planting	Other costs	Annual budget 24-25
Urban Forest	Street trees (Suburb Improvement Program, Adopt a Tree, footpath planting program) Urban Forest renewal, Nursery	2500	Maintenance, watering	\$2.5 million
Nature Areas Conservation	Revegetation sites, creek restoration work, community group planting	1000 (native tree species) *	25,000 understorey plants Cultural monitoring Pest and weed control Maintenance	\$3.3 million (includes trees and all other native species planted incl site maintenance)
Community Assets/Projects	Subject to annual capital works schedule	Varies – average 500	Variety of understorey plants Site preparation Irrigation when needed	Varies – project specific

\*native vegetation offset and externally funded (SEB) plantings are not included in the core planting figures.

## Future funding requirements

The proposed revised targets are not directly adding new budget pressures, and the current Long Term Financial Plan accounts for continued progress towards planting 100,000 trees by 2037.

However, the more trees we plant, the more resourcing required to ensure these trees (and green cover) grow to achieve optimum canopy outcomes, particularly as climate change impacts become more acute. Future budgets and Long Term Financial Plan updates will need to consider the additional capital and operational costs to support the increasing requirements for maintaining both existing and new trees, greening initiatives, and biodiversity.

These budget pressures exist regardless of whether the revised targets are adopted. As highlighted in the council report on 16 July 2024 which recommended investing in 'quality over quantity' for our tree planting programs; *"Future operational tree maintenance budgets would also need to be increased as trees mature and watering requirements change"*.

In recognition of this, the draft 2026/27 budget includes:

- a one-off capital investment of \$350,00 for an additional watering truck, which ultimately will be more cost effective than hiring a contract watering truck.
- a one-off capital investment of \$300,000 to purchase appropriate fleet to support a formal maintenance pruning program for juvenile street trees. Early pruning has been demonstrated to improve the overall health and vitality of our trees, reduce risk and improve overall quality of our canopy. Council is already hiring a vehicle to perform this function, and ownership is more cost effective in the long term.

These capital costs will be reflected in the Long Term Financial Plan forecast.

Other potential future budget pressures include investing in resources to facilitate further tree and greening activities and improving the condition of our natural areas above and beyond maintenance to build climate resilience.

## Canopy Mapping and Tree Data

Council has budgeted \$10,000 to continue the collaborative state government tree canopy mapping project, scheduled for early 2026 and proposed to continue every five years. This will provide valuable data to help monitor greening and canopy cover over time, aligning with the methodology of other metropolitan councils. Conducting this work independently could cost up to \$100,000, making this a cost-effective approach to data collection. This has been budgeted for 25/26.

Similarly, as we continue building our tree inventory, new technologies are emerging that allow us to capture this initial data more quickly and cost-effectively than manual methods. Staff are investigating such methods to trial the effectiveness over a six month period.

## 7. Risk and opportunity management

Risk	
Identify	Mitigation
Employee welfare/public safety	<p>Increasing greening and tree canopy cover contributes to a reduction in localised heat impacts, improved amenity, and wellbeing benefits for local communities. Risks to infrastructure and public safety from trees are managed by appropriate species selection, proper establishment practices, regular inspections, pruning and maintenance.</p> <p>Ongoing extreme weather will continue to place more pressure and stress on our natural environment and trees, likely requiring additional measures to manage and monitor this. Bushfire risk is managed via our bushfire preparedness project and annual fuel reduction and awareness programs.</p>
Reputation/community expectation	<p>The community have made it clear that they want more greening (Tree Survey 2024) and they consistently value nature, open space and environmental management (Community Survey 2021-25). We will need to continue to manage some negative perceptions caused by trees and reassure the community about the work we do.</p> <p>There are also some community concerns about the safety of trees brought about partly by dry weather, storms and other events. By delivering quality canopy and greening outcomes we will give our communities confidence that we are responding to their expectations in a transparent, rigorous and responsible manner.</p> <p>Our innovative, comprehensive, and inclusive education engagement and planting initiatives are supporting communities to play an active role in improving greening and biodiversity on private land.</p>
Political	<p>Many policy and legislative decisions sit outside council's control. Aligning with state government targets helps ensure we can maximise future opportunities for funding and advocacy. The City of Onkaparinga has played a strong advocacy leadership role, seeking changes to state policy and regulation through comprehensive submissions on improvements to tree protection within the Planning and Design Code.</p> <p>Additional submissions and presentation to the Expert Panel Independent Review of the planning system and the Environment, Resources and Development Committee has seen and continues to see improvements to tree protection in the <i>Planning, Development and Infrastructure Act 2016</i> and the Planning and Design Code.</p> <p>Our positive, proactive and collaborative approach has resulted in these improvements to tree regulations and productive partnership initiatives with state government agencies.</p> <p>This also includes our involvement with the Regional Climate Partnership Resilient South and actions outlined in the Regional Climate Action Plan. Our advocacy continues.</p>



Financial/business sustainability	Ensuring we plant, and establish, vegetation, including trees, optimally, and retain existing trees, helps maximise the return on investment. Investing in our natural environment provides invaluable services to the community and builds resilience against climate change.
Environment	<p>Climate change, urban development, loss of species diversity and other pressures increase the risk of overall stress and disease on vegetation, including trees. The risks associated with managing our trees, vegetation and natural landscape will likely change as the environment is placed under increased pressure.</p> <p>Increased storm events or bushfires could potentially impact on our progress.</p> <p>By investing in managing our landscape to address these risks, and adapting practices such as increasing species diversity, planting according to local growing conditions and retaining existing trees, our vegetation can help to reduce carbon in the atmosphere, filter air, reduce stormwater flows and wind impacts, provide cooling and biodiversity benefits, and improve human health and wellbeing.</p>
Compliance/legal	<p>The GARP provides canopy targets for the metropolitan area. The first Biodiversity Act was introduced into state parliament in May 2025. The new Act improves recognition for threatened species and provides opportunities for investment in restoring nature. It will consolidate biodiversity considerations, previously spread across several pieces of legislation.</p> <p><i>Local Government Act 1999 (LGA)</i> requires council to promote ecologically sustainable development (ESD), environmental protection and enhancement, and protect our area from natural and other hazards.</p> <p>Section 245 of the LGA relates to liability for injury, damage or loss caused by certain trees and states that Council is not liable for trees planted in a road reserve providing it takes reasonable action to avert a risk of damage to property of the owner or occupier from the tree. Council manages this risk through effective establishment and maintenance, data, and reporting.</p>
Service delivery	Our vegetation, trees and natural areas provide valuable services to the community. Ensuring we have the capacity to maintain, monitor and prioritise these areas into the future will help build our resilience to a changing climate.

Opportunity	
Identify	Maximising the opportunity
Strategic direction, leadership, funding and efficiency	<p>Alignment with state and regional strategies including the GARP, Urban Greening Strategy, and <i>Biodiversity Act 2025</i> will potentially help unlock future funding opportunities and enable collaboration on shared initiatives.</p> <p>Aligning internal strategic and asset plans will clarify competing priorities between infrastructure, nature and tree canopy goals.</p> <p>Develop ways to manage natural areas strategically to support greening targets while maintaining ecological integrity—avoiding inappropriate plantings (e.g., trees in native grasslands) and continuing to deliver community benefits.</p>

#### 8. Timelines and deadlines

Report on canopy targets and performance measures as outlined in Attachment 2.

#### 9. Next steps

Implement the supporting actions to achieve the canopy and greening targets and performance measures.

#### 10. Attachments

Attachment 1 – Updating our canopy and greening targets (11 pages)

Attachment 2 – Proposed canopy and greening performance measures and supporting actions (2 pages)

– END OF REPORT –

# Updating our Canopy and Greening Targets

2026

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## 1. Background

Since 2016, the City of Onkaparinga has made significant progress on making our city greener, in areas we can control or influence. This document outlines how we can build on the work to date, providing updated performance measures and priorities into the future.

For the purposes of our targets:

**Greening/Green Cover** includes all trees, vegetation and grass. This includes green infrastructure, trees, verges, irrigated turf, raingardens, streetscapes, garden beds as well as remnant vegetation and grasslands and the infrastructure needed to support it, such as healthy soils and water.

**Canopy cover** refers to the canopy of trees over 3m tall. This is the height where cooling benefits begin to take effect.

Council's original urban greening targets were approved in 2017 and set from a 2016 baseline. Aligning to state government targets at the time, they were informed by independent mapping for areas within the 'urban boundary' (refer figure 1).

The original targets were:

- urban green cover is increased by 20 per cent by 2045 [24.8% to 30%]
- [urban] tree canopy is increased by 20 per cent by 2045 [13% to 15%]
- 100,000 trees are planted in 20 years [by 2037].

These targets helped instigate the award winning Suburb Improvement Program and a range of other programs aimed at engaging the community and encouraging planting on private land.

In 2024, council commenced the process of reviewing our urban forest programs including transitioning to state government mapping data and identifying potential tree planting opportunities on council land.

A report to council in July 2024 provided the outcomes of the review of our urban forest programs.

The report highlighted:

- the initial tree canopy cover target had been met.
- the need for a change in focus to quality over quantity when it comes to tree planting.
- the continuing decline of canopy cover on private land in our city.

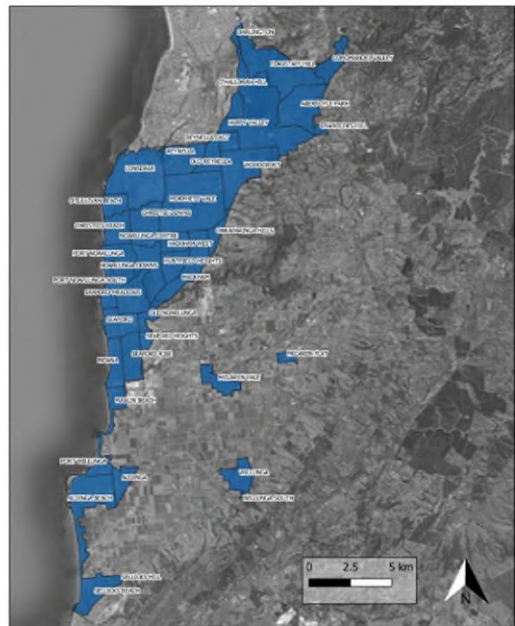


Figure 1. Extent of urban boundary for canopy target

The report also noted that our urban forest targets would be updated once the state government Greater Adelaide Regional Plan (GARP) and Urban Greening Strategy were released.

In December 2024, we adopted our first [Tree Management Policy](#) to guide consistency on how we manage our trees.

In March 2025, we were successful in our bid to become a [Tree City of the World](#) and the state government urban greening targets were released via the [Greater Adelaide Regional Plan](#), supported by the [Urban Greening Strategy](#).

We are now in a position to revisit our urban greening targets and how we monitor and measure urban greening and canopy in the City of Onkaparinga.

## 2. Community Values

Our community have consistently indicated that 'open space, parks and natural resources' is one of the top four priorities for Council to act on, from a list of 17 options within the annual Community Survey.

Our [Community Vision 2034](#), community plan developed from significant community engagement, has Environment as one of its four key themes including the goal to: '*Enhance the quality and quantity of tree canopy and vegetation across all land types to reduce urban heat islands and increase liveability*'

In March/April 2024, 556 residents responded to an [online survey](#) to better understand community views about trees.

Key findings include:

- Whilst community support for planting appropriate trees in their street remains consistently strong at 90%, what is deemed to be an 'appropriate' tree is diverse (e.g. native vs non-native).
- An increase in residents that wish to see trees retained in their streets (83%, up from 76% in 2017).
- 95% of respondents were supportive of more trees in parks and reserves.

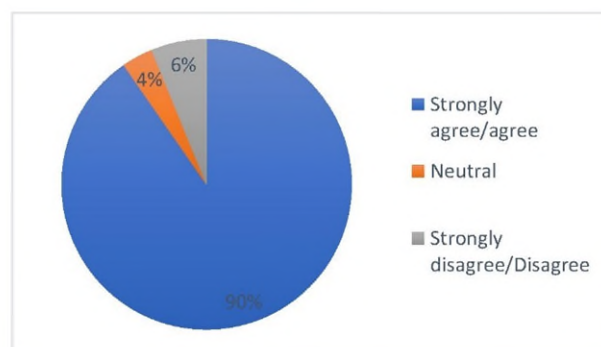


Fig 2. Resident support for planting of appropriate trees in their street.

- Some concern about certain trees (particularly larger trees and gum trees) and the perceived risk or potential impacts such as property damage, mess, insurance etc
- Some concern about the impacts of development on trees and general loss of trees.
- Approximately 70% of respondents would be willing to plant a tree on their property. There was also interest in planting other vegetation apart from trees.

### Trees and Development

*Almost three quarters (71%) of residents surveyed thought there should be more protections in place for trees in relation to development.*

Council has undertaken significant [advocacy](#) work to improve the legislative framework for tree protections and increased greening. There have been some positive changes made in this space. We are also seeing some positive results working alongside Renewal SA. The new [Villawood](#) development in Aldinga has committed to achieving 25% canopy cover for the site.

Additional work is needed to monitor the application and integration of new legislation and ongoing development reforms into both greenfield and infill developments.



### 3. Achievements – Core Planting Programs

We have six main programs for planting trees and vegetation on Council land

#### *Urban Forest Renewal*

We plant approximately 1,500 new trees per year as part of our annual tree planting program in streets and reserves.



#### *Suburb Improvement Program*

Annual street tree planting program targeting suburbs with low canopy, high heat and social vulnerability. We plant around 1,000 trees per year via this program.

#### *Footpath program*

Annual allocation of street trees planted as part of our footpath program. Number varies each year depending on projects.

#### *Adopt a Tree*

Eligible residents can choose to have a street or fruit tree planted on their verge and enjoy the many benefits of a healthier, more vibrant environment. We plant around 300 trees per year via this program. Council supports this with a care package that includes watering instructions and equipment.

#### *Natural Areas – Restoration*

Our annual restoration work in our biodiversity and passive reserves contributes a large proportion of trees as well as other native vegetation. Annual numbers can vary significantly depending on location and grant funding but historically average around 1,000 trees per year.



#### *Playground upgrades - Parks/Reserve.*

Since 2020 we have significantly increased the numbers of trees and vegetation planted as part of our playground upgrades (approximately 200 per annum).

We also plant additional trees where possible in major projects such as the Urban Rivers project and other externally funded projects. These are outside of our 'core' planting programs.

**All programs contribute to our annual core planting of around 4000 trees.**

The review of our urban greening targets and programs indicates council has made substantial progress toward improving cooling and greening outcomes in our city, with positive community outcomes.

There is still more work to do – see 'Upcoming Projects' on page 11 for more details.

## 4. Community Engagement Programs

Since 2019, council has implemented nine targeted programs relating to community engagement about trees and greening. Some examples are provided below.

### *Sustainable Onkaparinga education program*

Since 2021, tree-related content on our website has been viewed over 70,000 times. The content was made clearer and more detailed to better address common community questions. This digital engagement is complemented by a community presentation, One Two, Tree! and practical workshops such as planting and pruning demonstrations. Tree tags and trails highlight the environmental benefits of individual trees, including oxygen production, rainfall capture, and carbon storage.



### *Green Adelaide Education Program*

Council has hosted the southern Green Adelaide education team since 2011. The team work with schools and provide planting advice as part of a broader education program. Their focus is on biodiversity and habitat outcomes.

### *Volunteer Conservation Programs*

Our Natural Area Conservation team deliver a range of collaborative engagement and planting activities. This includes working with 14 core community groups, over half of which undertake planting activities each year with a biodiversity and education focus on increasing habitat, linking council reserves and private land.

### *Regional partnerships*

We partner with Resilient South and other metropolitan councils on shared education initiatives including the innovative '[You Can't Arb That](#)' video series.



### *Onkaparinga's Tree Giveaway*

Our annual tree giveaway program encourages the community to plant trees on the 74 per cent of private property not under council management. Over 1,600 free tubestock trees are given out each year to households, schools, community groups and small businesses.





## 5. Updating our targets

Recent state government spatial [data](#) (2022) for the City of Onkaparinga includes:

### GREEN COVER

Green cover (all vegetation including trees, shrubs and grass) coverage was:

- entire council - 29%
- urban boundary - 27%

### CANOPY COVER

Canopy (trees over 3m tall) coverage was:

- entire council area - 20%
- urban boundary - 16%
- council land (urban boundary) - 19%

Our urban forest targets should aim to contribute to the state targets. This will require the **planting, establishment and retention** of trees where possible on both public and private land.

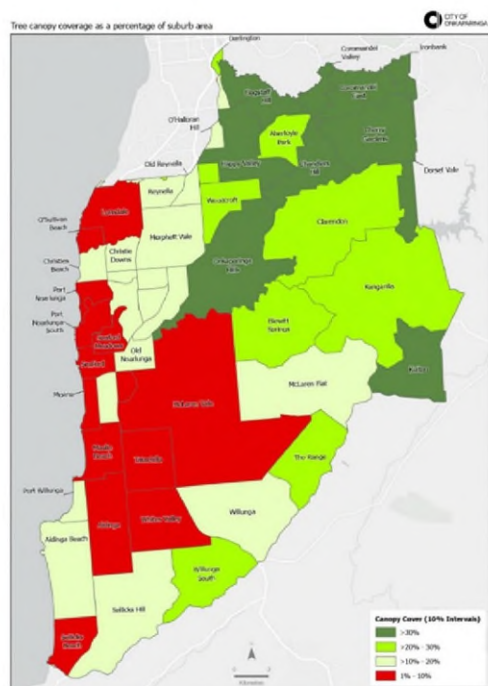


Fig 4. canopy levels across the City of Onkaparinga 2022

### STATE GOVERNMENT TARGET

The overarching state greening target via the GARP is to:

#### **Achieve 30% tree canopy cover for Metropolitan Adelaide by 2055**

The state does not currently specify any overarching urban greening targets. Given the high variability and challenging growing conditions in the City of Onkaparinga, a range of cooling and greening measures will be required to achieve the desired outcomes.

Our targets and performance measures should build on and strengthen the substantial urban greening work already achieved by council, aligning with the existing service delivery framework and available resources wherever possible.

### SETTING TARGETS

Council has considered the following factors when identifying appropriate urban greening targets:

- State government GARP targets
- Existing tree and vegetation cover, growth and loss – *where we need greening most*
- Level of influence – *i.e. land ownership*
- Building on our work to date – *programs and analysis undertaken.*
- Capacity and resourcing – *ensuring our approach is measurable, achievable and affordable.*

On the basis of this work, the following targets are proposed:

1. **City wide by 2055:**
  - 40% green cover (trees, vegetation, grass)
  - 30% tree canopy cover (trees above 3m)
2. **On council land by 2055:**
  - 30% tree canopy cover in urban areas (trees above 3m)
  - Tree establishment programs in all suburbs with < 10% canopy cover; and
  - Planting 100,000 trees by 2037

Council tracks progress toward these targets by:

- performance measures focusing on quality, establishment rates and social equity
- periodic tree mapping with Green Adelaide to monitor and report on progress
- publishing tree planting numbers in Council's annual report

## 6. Performance Measures

Achieving positive greening outcomes takes more than just planting trees. Managing and increasing greening and trees is complex, with increasing challenges including climate change, poor growing conditions, increased development, contested landscapes, resourcing and competing with other services.

To monitor our progress across a broad range of areas, it is suggested that we adopt a set of performance measures.

The state government GARP now has performance measures, including for **canopy cover to grow by at least 2 percentage points every five years until 2055.**

We can align to the state government measures, but additional measures are suggested for areas such as establishment rates, equity of cover and biodiversity to ensure a focus on quality and health of the canopy and vegetation.

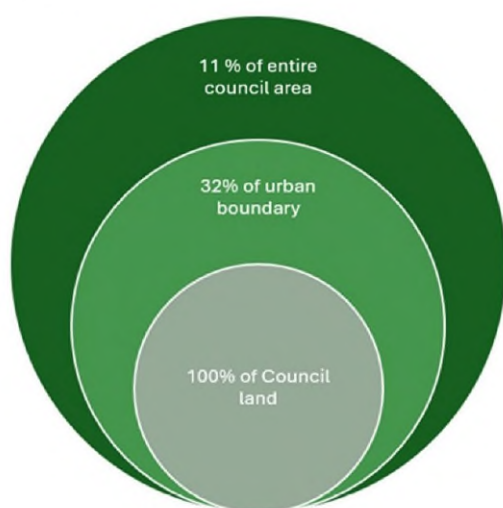


Fig 5. Council owned/managed proportions within City of Onkaparinga

### Proposed performance measures:

- urban green cover to grow by at least 2 percentage points every five years
- canopy cover to grow by at least 2 percentage points every five years (GARP).
- new master planned greenfield development and strategic infill sites plan to achieve a 30% canopy cover once their landscaping matures (GARP).
- All suburbs reach minimum 10% canopy cover by 2055
- Establishment rate of 85% for street tree plantings
- Plant 4000 trees per annum on council land as part of core planting.
- 60% of remnant vegetation mapped by 2030

According to Green Adelaide data, meeting the GARP performance measure to increase canopy cover by two percentage points every five years until 2055 would result in the following canopy cover levels:

- Entire council area *from 20% to 32%*
- Urban boundary *from 16% to 28%*
- Council land *from 19% to 31%*  
comprised of streets (*13% to 25%*) and other land (*26% to >38%*).

Council can only directly control the canopy cover on land that we own or manage. Council land (including streets) comprises 32% of the total urban boundary and 11% of the entire council area.

It is estimated that approximately 400,000 additional trees would be required to reach 30% canopy across the urban area. Council has space to be able to plant around one third of these.

Ultimately, we can only contribute towards this broader metropolitan target as part of a collective including state government and private landowners.

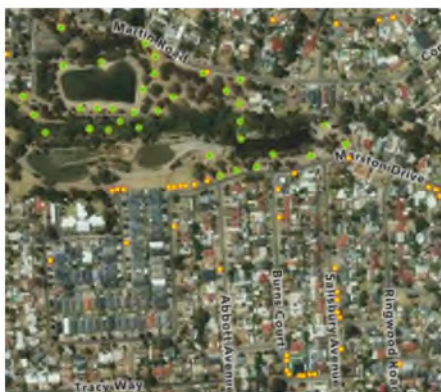


## 7. Capacity for Planting

### PLANTABLE OPPORTUNITIES

In 2023 we undertook preliminary work to identify where it was suitable to plant a tree on council land. This helped us understand the total amount of trees that could be potentially planted, as well as the extent of planting opportunities across different land categories such as streets and roads, formal reserves and natural areas.

We are now refining the spatial mapping for planting opportunities to improve accuracy and combine the data with different land categories, biodiversity and canopy mapping to better inform and guide planting priorities, species and vegetation type.



5. Example of plantable opportunities data

Figure

Previous estimates indicated that we could plant up to 125,000 trees on council land, mostly in the urban boundary.

Council planting efforts will contribute towards the overarching metropolitan canopy target but we cannot achieve this target alone.



Figure 6. Our 'no mow' grassland program

### GREENING AND BIODIVERSITY

There is significant local variation in canopy cover across different councils, individual suburbs and land-use types (i.e. private residential, commercial, local or state government).

The City of Onkaparinga has areas with challenging growing conditions such as along our coasts, as well as climate change impacts. We also have areas of significant biodiversity, that are inherently less suited to hosting large trees, including native grasslands and coasts.

Figure 7. challenging coastal growing conditions



Many areas have low canopy and tree planting capacity.

Achieving canopy cover is one method of cooling and greening. A variety of vegetation types also helps create a more diverse and resilient landscape whilst providing many of the benefits and services canopy cover does such as filter stormwater, improve amenity and resident health as well as the health of various native animals.

In areas where achieving the desired canopy cover levels is challenging, Council will focus on broader greening and cooling methods to address urban heat.

A recent example of this is the urban grassland program. Trialled in areas such as O'Sullivan Beach and Moana, the longer native grass has cooling benefits, as well as attracting at least twice as many beneficial insects than mown grass, promoting healthier soil and the surrounding environment.



## 8. Threats

Achieving our targets relies on several factors. Key threats to these are outlined below.

### *Managing what we have*

Planting, watering and maintaining trees and vegetation in the urban landscape is becoming increasingly complex and the more we plant, the more there is to manage. All of this has led to an increase in demand on resources.

Based on current operations, council is **working at capacity** across the nursery, tree planting program, natural areas, community engagement, maintenance, and watering.

We are investing in an appropriate tree inventory to help us manage our trees into the future and reduce risks associated with trees on council land.

We are working to **map, monitor and conserve our natural areas** with remnant vegetation, creek lines and identify ecological linkages.



### *Improving Resilience*

**Additional investment** will be required to increase resilience of our existing green cover into the future, and our capacity to incorporate new greening and supporting infrastructure into new projects.

We are already experiencing the **impacts of a changing climate** and need to plan for how best to continue to support our natural environment to not only survive but be able to deliver optimal ecosystem and health services.

We are focussing on a **quality over quantity** approach to our new street tree plantings and trialling new species to improve diversity however we will need to be adaptive to a changing environment.

### *Creating space for trees*

We need to **balance the competing outcomes** for service levels between hard, built infrastructure and green infrastructure, including trees.

### *Protecting what we have*

Trees can take decades to reach maturity and provide the full range of benefits that they deliver. It is increasingly important to first and foremost **protect what we already have** before considering replacement planting.

With under 10% of remnant vegetation left across Metropolitan Adelaide, we are fortunate to have diverse and significant areas of remnant vegetation in our council area.

### *Development*

We have a limited ability to influence planting and greening outcomes on private and state government land beyond advocacy and engagement. Tree loss data on private land indicates **retention of trees** is our biggest challenge and is a key priority for us to meet our targets.

### *Public perceptions and risk*

Increasing extreme weather events and urban development have contributed to some **negative perceptions of trees** within our community.

By prioritising the right tree in the right location, providing continuous education on the benefits and value trees bring, and maintaining a proactive approach to risk management, we can help address these concerns.

### *Consistent approach*

It may seem simple, but there is a high level of complexity and variety of stakeholders involved in managing trees to balance competing priorities and services. Strategic guiding documents to improve clarity will help to provide consistency (such as our Tree Management Policy).



## 9. Upcoming Projects

### Urban Creek Resilience and Recovery Project

The [Urban Creek Resilience and Recovery](#) project will restore waterway health and enhance the natural environment along Panalatinga Creek, Serpentine Creek, Sauerbier Creek, and Homestead Creek, as well as some of their tributaries in the suburbs of Happy Valley, O'Halloran Hill, Reynella East, Old Reynella, Woodcroft, and Aberfoyle Park.

Funded by the Australian Government's Urban Rivers and Catchments Program, these projects will address common challenges affecting our creeks, including pollution, erosion, silt buildup, and loss of native vegetation, all of which have been impacted by urban development.

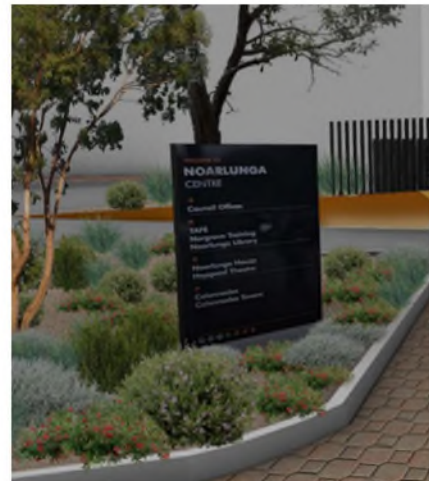
These creeks are highly valued by the community, providing important recreational spaces, wildlife habitat, and connections to Aboriginal cultural landscapes. We recognise their significance and are committed to ensuring they remain healthy and thriving for future generations—both for people and the native species that rely on them.



### Ramsay Place Gateway

Ramsay Place is a unique civic space nestled between the Hopgood Theatre, Noarlunga TAFE, Noarlunga Library, City of Onkaparinga Council Office, and Colonnades Shopping Centre.

To complement upgrades to the playground and Hopgood Theatre, and in response to community desire for improvements to the entrances, these will be upgraded with trees and vegetation and provide greening to a highly trafficked civic space.



### Symonds Reserve Upgrade

Council has received a \$300,000 grant to help to green Symonds Reserve in Aldinga Beach. Currently a low canopy suburb, the project plans to plant additional trees and vegetation, irrigated lawn and a biodiverse planted area which will provide a cooler, greener and more appealing area to service the surrounding community services, including the community centre, community garden, local school and kindergarten. This project aims to plant up to 100 trees and significant amount of vegetation (including native trees, shrubs and grasses).



## Attachment 2: Canopy and Greening Targets/Performance Measures: How, what, and when we measure

Target	Performance Measure	How we will measure success	Frequency	What this looks like currently (2025)	Key Supporting Actions
<b>City wide: 40% green cover (trees, shrubs and grass) by 2055.</b>	Green cover to increase by at least 2 percentage points every five years	Aerial mapping program planned and coordinated by the state government	State govt. capture planned for 2026 and periodically approx. every five years	<p>29% green cover across council</p> <p>27% in urban areas</p> <p>More than 90 Sustainable Onkaparinga sessions delivered in 24/25, reaching 46,000+ people online and in person.</p> <p>Since 2024, our tree giveaway program has provided 3,200+ trees and shrubs to the community for planting on private land.</p> <p>Water Options Analysis study in progress.</p> <p>Urban greening spatial guide and Strategic Land Assessment Policy and framework in development.</p> <p><i>*All of the below on ground planting actions also contribute to overall greening target.</i></p>	<p>Community engagement around the value and benefits of retaining trees and vegetation.</p> <p>Creek restoration, offset planting, playground and reserve upgrades and projects incorporating additional greening.</p> <p>Identify opportunities to utilise more alternative (i.e. non potable) water for irrigation.</p> <p>Development of an urban greening spatial guide to inform planting types and priorities.</p> <p>Retention of parcels of land that provide ecological or urban greening benefits.</p> <p><i>*All of the below on ground planting actions also contribute to overall greening target.</i></p>
	Increase native vegetation species diversity, habitat quality and connectivity throughout the landscape	Continue annual condition assessments to complete remaining baseline condition assessments to reach 60% of mapped remnant vegetation by 2030	Annually Aim to assess mapped remnant vegetation reserves every five years over a rolling annual assessment.	<p>50% baseline condition monitoring undertaken of our most significant natural areas/remnant vegetation areas:</p> <p>1.5% Excellent</p> <p>21.8% Good</p> <p>36.6% Moderate</p> <p>22.1% Poor</p> <p>18% Very Poor</p>	<p>Continuing to use a resilient and diverse range of species in council plantings.</p> <p>Plant appropriate local native species within a buffer of significant biodiversity reserves and within ecological linkages corridors.</p> <p>Participate in ongoing monitoring and habitat restoration programs such as Rebird the Ranges.</p> <p>Complete baseline condition assessments and establish ongoing monitoring program for remnant vegetation sites.</p> <p>Native vegetation restoration including volunteer group planting.</p>
<b>City wide: 30% tree canopy cover (trees above 3m) by 2055.</b>	Canopy cover percentage grows by 2 percentage points every five years (GARP)	Canopy mapping program planned and coordinated by the state government.	State govt. capture planned for 2026 and periodically approx. every five years.	<p>Canopy cover 2022 Green Adelaide data:</p> <p>- council area 20%</p> <p>- urban boundary 16%</p> <p>Working through new changes to legislation and GARP/planning and design code in relation to significant trees.</p>	<p>Retention of existing trees (particularly significant trees).</p> <p>Updating internal design guidelines to incorporate trees/vegetation during the design process.</p> <p>Promoting community planting on private land.</p> <p>Continued advocacy to the state government.</p>
	New master planned greenfield development and strategic infill sites should plan to achieve a 30% canopy cover once their landscaping matures (GARP)	Applicants to demonstrate how they will achieve a 30% canopy cover as part of the development approval process via landscaping design (or alternative measures) as required under the Planning and Design Code.	As these are assessed.	<p>Achieving a 30% canopy cover is a GARP performance measure but not currently a requirement under the Planning and Design Code.</p>	<p>Ensuring as reasonably practical retention and protection of all existing regulated or significant trees through identifying Tree Protection Zone (TPZ) and Critical Root Zone (CRZ).</p> <p>Design of street landscaping undertaken in accordance with the specifications of Chapter 10 – Street Trees of the Technical Manual.</p>
<b>Council land: 30% canopy cover on council land by 2055</b>	Establishment rate of at least 85% for street tree plantings	Via external audit of 3-year-old plantings until such time as we have sufficient internal data	Every five years	<p>council land 19%</p> <p>(streets 13%</p> <p>other land 26%)</p> <p>Establishment rate for street trees for 22/23 was 89%</p>	<p>Improved planting and establishment practices such as:</p> <ul style="list-style-type: none"> <li>-larger tree wells</li> <li>-extended establishment watering</li> <li>-formative pruning program</li> </ul>



Attachment 2: Canopy and Greening Targets/Performance Measures: How, what, and when we measure

Target	Performance Measure	How we will measure success	Frequency	What this looks like currently (2025)	Key Supporting Actions
					Updating tree data on council land in an appropriate inventory software system
<b>Council land: Tree establishment programs in all suburbs with &lt; 10% canopy cover by 2055</b>	Equity - All suburbs reach minimum 10% canopy cover by 2055.	Proportion of suburbs that have moved out of the lower canopy cover category of under 10%  Cumulative number of plantings undertaken within these suburbs	Aligned with canopy mapping data.	Five of seven urban suburbs have moved up from 'under 10%' canopy cover (planted through SIP).  Twelve suburbs remain under 10% canopy cover  25,000 street trees planted through urban planting programs since 2016	Continuing our Suburb Improvement Program, and other planting targeting high priority areas  Adopt a tree program
<b>Council land: Planting 100,000 trees by 2037</b>	Aim to plant 4,000 trees per year as part of our core planting program.	We collect and report annual figures on our tree planting efforts  We will review our planting programs in 2035 or once we near 100,000 trees.	Annually	We are well above the halfway mark having planted 66,151 trees as of 2025	Suburb Improvement Program Urban Forest Renewal Program Footpath tree planting program Externally funded projects (such as Urban Rivers project). Nature Conservation Planting.

## 10.15 UPDATE OF COUNCIL COMPLAINTS HANDLING PROCEDURES

### Report contact

Cameron Tannock, Manager People and Culture

### Manager

Cameron Tannock, Manager People and Culture

### Director

Jade Bird, Director Corporate

### Meeting

Council

### Date

17 March 2026

### 1. Purpose

In line with the scheduled review cycle, the purpose of this report is to provide updates to the *Chief Executive Code of Conduct Complaint Handling Administrative Procedure* and *Elected Member Behavioural Management Policy*.

### 2. Recommendations

That Council:

1. Approve the updated Chief Executive Code of Conduct Complaint Handling Administrative Procedure, as per Attachment 1 to the agenda report.
2. Approve the updated Elected Member Behavioural Management Policy, as per Attachment 2 to the agenda report.

### 3. Executive summary

The *Chief Executive Code of Conduct Complaint Handling Administrative Procedure* is due for its scheduled review and has been updated in line with other council complaints handling procedures to include provisions where a conflict of interest (actual or perceived) may exist.

In addition, the *Elected Member Behavioural Management Policy* has been updated to include a similar provision relating to the management of complaints.

### 4. Background

Policy and/or relevant legislation	<i>Local Government Act 1999</i>
Who did we talk to/who will we be talking to	People and Culture Governance Mayor

### 5. Discussion

The *Chief Executive Code of Conduct Complaint Handling Administrative Procedure* was originally developed and approved by Council in July 2021 and is now due for review.

Only minor updates have been made (shown using track changes in Attachment 1). The original Procedure identifies that receipt of the complaint is via the Mayor, with the Mayor responsible for determining actions following the recommendations made through the



preliminary assessment phase. However, the Procedure does not contain any provisions if the Mayor has an actual or perceived conflict of interest.

Accordingly, a provision has now been added to this Procedure to allow for a complaint to be received and actions determined by the Deputy Mayor if an actual or perceived conflict with the Mayor exists. This provision is in line with CEO complaint handling procedures at other councils.

No other changes have been made to this Procedure, other than minor grammatical edits.

In reviewing this procedure, it was identified that a similar update should be made to the *Elected Member Behavioural Management Policy* in relation to complaints management; specifically, ensuring that an alternative administrative role to manage complaints is identified should there be an actual or perceived conflict of interest. This addition is in line with council's *Resolution of Internal Grievances and Complaints Administrative Policy* which allows for delegation of the management of a complaint in cases where a conflict may arise.

Under this Policy, the roles of the Mayor and Manager Governance are identified as the persons responsible for managing complaints, with an alternative already provided for the Deputy Mayor to take the place of the Mayor if there is a conflict of interest. The Policy has now been updated to provide for the Manager People & Culture to manage the complaint if the Manager Governance has a conflict.

No other changes have been made to this Policy, other than minor grammatical and clarification edits. The updated Policy with tracked changes is included as Attachment 2.

As resolved at the 20 January 2026 Council meeting, an Elected Member workshop on these two complaints handling procedures was held on 24 February 2026, providing administration an opportunity to talk to the changes made, and for Elected Members to ask questions for clarification.

## 6. Financial implications

There are no financial implications associated with the updates of these procedures.

## 7. Risk and opportunity management

Risk	
Identify	Mitigation
Employee welfare/public safety	These updates have been added to further protect employee wellbeing and provide options where an actual or perceived conflict of interest exists in the management of complaints.
Reputation/community expectation	Approval of these updated policies provides clarity on the processes for managing complaints against either the CEO or an Elected Member.
Compliance/legal	Under the legislation, Councils are required to have an <i>Elected Member Behavioural Management Policy</i> .
Opportunity	
Identify	Maximising the opportunity
Management of conflicts of interest	The updates made to these policies provide better clarity on how a complaint can be managed if a conflict of interest exists.

#### 8. Timelines and deadlines

Future reviews of these procedures and policies will be in line with their review cycles.

#### 9. Next steps

The updated policies will be effective following Council approval.

#### 10. Attachments

Attachment 1 – Chief Executive Officer Code of Conduct Complaint Handling Administrative Procedure (13 pages)

Attachment 2 – Elected Member Behavioural Management Policy (16 pages)

- END OF REPORT -

## PROCEDURE – ADMINISTRATION

# Chief Executive Officer Code of Conduct Complaint Handling Administrative Procedure

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## 1. Document control

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<b>Reviewed by – name and position</b>	<del>Chris White</del> <a href="#">Jade Bird</a> , Director Corporate
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## 2. Administrative procedure purpose

The purpose of this procedure is to outline the procedures to be observed by the Council for the purpose of addressing and processing any complaints about the conduct of Chief Executive Officer.

Complaints about the Chief Executive Officer's conduct are to be brought to the attention of Council's Principal Member **(the mayor)**, or the deputy mayor if the mayor has an actual or perceived conflict of interest. The procedure reflects Council's commitment to ensuring the proper investigation of such complaints under the Code.

It is acknowledged that any legislative requirement which affects the organisation will take precedence over the organisation's policies and procedures.

## 3. Scope

This procedure applies when Council receives a complaint against the Chief Executive Officer.

Allegations of serious or systemic misconduct, maladministration or corruption allegations will be referred to the appropriate authorities.



## 4. Definitions

<b>Act</b>	means the <i>Local Government Act 1999</i> .
<b>Appropriate Authorities</b>	<p>refers to an authority that receives disclosure of public interest information, in particular:</p> <ul style="list-style-type: none"> <li>(i) a Minister of the Crown</li> <li>(ii) a member of the police force - where the information relates to an illegal activity</li> <li>(iii) the Auditor-General – where the information relates to the irregular or unauthorised use of public money</li> <li>(iv) the Ombudsman – where the information relates to a public officer</li> <li>(v) the Office for Public Integrity</li> <li>(vi) the Independent Commissioner Against Corruption; or</li> <li>(vii) any other person to whom, in the circumstances of the case, it is reasonable and appropriate to make the disclosure.</li> </ul>
<b>Business Day</b>	means a day that is not a Saturday, Sunday or public holiday in South Australia.
<b>Chief Executive Officer</b>	refers to the Chief Executive Officer of the City of Onkaparinga.
<b>CiAnywhere</b>	refers to the records management software used by the Council and must, regarding a Complaint against the Executive Officer, have confidentiality restrictions to prevent the Executive Officer, or any other unauthorised persons, from accessing information concerning the complaint.
<b>Code</b>	The organisation's Code of Conduct for employees, as amended from time to time.
<b>Complaint</b>	<p>can take the form of either a:</p> <ul style="list-style-type: none"> <li>• letter;</li> <li>• email; or</li> <li>• duly completed (prescribed) form under the Complaints Handling procedure</li> </ul> <p>but must in every instance, be in writing and comply with the requirements of paragraph 6.1 "Form of the Complaint".</p>
<b>Complainant</b>	refers to the person who makes a complaint.
<b>Conduct Reviewer</b>	refers to the legal practitioner chosen from the organisation's panel of legal practitioners responsible for the Preliminary Assessment of the Complaint.
<b>Corruption in public administration</b>	<p>corruption in public administration is defined by section 5(1) of the ICAC Act and means conduct that constitutes –</p> <ul style="list-style-type: none"> <li>• an offence against Part 7 Division 4 (Offences relating to public officers) of the <i>Criminal Law</i></li> </ul>

	<p><i>Consolidation Act 1935</i>, which includes the following offences:</p> <ul style="list-style-type: none"> <li>○ bribery or corruption of public officers;</li> <li>○ threats or reprisals against public officers;</li> <li>○ abuse of public office;</li> <li>○ demanding or requiring benefit on basis of public office;</li> <li>○ offences relating to appointment to public office; or</li> <li>• an offence against the <i>Public Sector (Honesty and Accountability) Act 1995</i> or the <i>Public Corporations Act 1993</i>, or an attempt to commit such an offence; or</li> <li>• an offence against the <i>Lobbyists Act 2015</i>, or an attempt to commit such an offence; or</li> <li>• any of the following in relation to an offence referred to in a preceding paragraph: <ul style="list-style-type: none"> <li>○ aiding, abetting, counselling or procuring the commission of the offence;</li> <li>○ inducing, whether by threats or promises or otherwise, the commission of the offence;</li> <li>○ being in any way, directly or indirectly, knowingly concerned in, or party to, the commission of the offence;</li> <li>○ conspiring with others to effect the commission of the offence.</li> </ul> </li> </ul>
<b>the organisation</b>	means the corporation of the City of Onkaparinga established pursuant to the Act.
<b>Council</b>	means the elected body.
<b>Council Member</b>	means any of the then-current elected council members and includes the mayor of the City of Onkaparinga.
<b>Directions and Guidelines</b>	is a reference to the Directions and Guidelines issued pursuant to section 18B of the ICAC Act, which are available on the Commissioner's website ( <a href="http://www.icac.sa.gov.au">www.icac.sa.gov.au</a> ).
<b>Employee</b>	refers to all the organisation's employees and includes trainees, work experience students, volunteers, and contractors whether they are working in a full-time, part-time or casual capacity.
<b>ICAC</b>	means the <i>Independent Commission Against Corruption Act 2012</i> .
<b>Independent Assessor</b>	refers to a legal practitioner who is from a different law firm to the Conduct Reviewer and will be chosen from a pre-approved list

	of legal practitioners to assist Council in undertaking the further investigation of a complaint. The rationale underpinning this definition is to afford the greatest level of fairness and transparency of process to the parties involved in the complaint.
<b>Maladministration</b>	<p>is defined by the <i>Ombudsman Act 1972</i> to mean:</p> <ul style="list-style-type: none"> <li>• conduct of a public officer, or a practice, policy or procedure of a public authority, that results in an irregular and unauthorised use of public money or substantial mismanagement of public resources</li> <li>• conduct of a public officer involving substantial mismanagement in, or in relation to, the performance of official functions</li> <li>• conduct resulting from impropriety, incompetence or negligence</li> <li>• is to be assessed having regard to relevant statutory provisions and administrative instructions and directions.</li> </ul>
<b>Misconduct in public administration</b>	<p>is defined by the <i>Ombudsman Act 1972</i> to mean:</p> <ul style="list-style-type: none"> <li>• an intentional and serious contravention of a code of conduct by a public officer while acting in their capacity as a public officer that constitutes a ground for disciplinary action against the officer.</li> </ul>
<b>Office for Public Integrity (OPI)</b>	<p>means the office established under the ICAC Act that has the function to:</p> <ul style="list-style-type: none"> <li>• receive and assess Complaints about public administration from members of the public;</li> <li>• receive and assess reports about corruption, misconduct and maladministration in public administration from inquiry agencies, public authorities and public officers;</li> <li>• refer complaints and reports to inquiry agencies, public authorities and public officers or to determine to take no action.</li> </ul>
<b>Ombudsman</b>	means the Office of the Ombudsman established pursuant to the <i>Ombudsman Act 1972</i> .
<b>Public administration</b>	is defined at section 4 of the ICAC Act and means, without limiting the acts that may comprise public administration, an administrative act within the meaning of the <i>Ombudsman Act 1972</i> taken to be carried out in the course of public administration.
<b>Public Officer</b>	<p>includes:</p> <ul style="list-style-type: none"> <li>• an elected member of the Council, including the mayor</li> </ul>

- 
- an independent member of the Council Assessment Panel
  - an independent member of a Council Committee or a subsidiary of the council; and
- an employee or officer of the council.
- 

## 5. Procedure

For the purpose of this procedure, a Code of Conduct complaint is a complaint that alleges conduct on the part of the Chief Executive Officer that if proven, would constitute a breach of conduct described under the Code.

There are four steps in the management of a complaint under this procedure:

Stage 1 - Receipt of Complaint

Stage 2 - Preliminary Assessment

Stage 3 - Further Investigation or Mediation

Stage 4 – Resolution

## 6. Stage 1 – Receipt of Complaint

### 6.1 FORM OF THE COMPLAINT

The allegation must:

- be in writing
- be addressed to the mayor
- In the case of a perceived or actual conflict of interest of the mayor, the complaint must be addressed to the deputy mayor
- be specific and provide as much detail as possible
- identify the provisions of the Code which the Chief Executive Officer has allegedly breached
- provide as much supporting evidence as possible to assist the investigation
- be clearly identified on its face as a “complaint”.

On receipt of a complaint:

- the mayor, or deputy mayor -must refer the complaint to the Director Corporate
- the Director Corporate must commence the process of engaging a Conduct Reviewer, with a view to referring the complaint as soon as practicable
- the Director Corporate must advise the Chief Executive Officer that a complaint has been received; however, the director will not disclose any details about the complaint nor the identity of the Complainant. The director will not notify the Chief Executive Officer of the existence of the complaint if the complaint alleges conduct which relates to criminal or corrupt behaviour.

Complainants can, at any time, take the alternative option of lodging the complaint with the OPI or the Ombudsman.

### 6.2 CONDUCT REVIEWER

The Conduct Reviewer will be responsible for:

- confirming, in writing, the receipt of the complaint from Council
- undertaking the preliminary assessment of the complaint



- communicating with the subject parties on the status of the complaint (subject to the complaint not being related to criminal or corrupt conduct)
- liaising with and providing administrative support to Council when required
- liaising with the Ombudsman, OPI or other appropriate authorities where applicable.

Should the complaint not satisfy the requirements under paragraph 6.1, the Conduct Reviewer may request the Complainant to re-submit the complaint so that it complies with paragraph 6.1.

### 6.3 TIME CONSTRAINT

A complaint must be made within three months of:

- the alleged conduct occurring or
- the Complainant becoming aware of the alleged conduct.

A complaint made after three months may only be accepted if the Conduct Reviewer is satisfied that there are compelling grounds for the matter to be dealt with under the Code pursuant to the council's procedures.

## 7. Stage 2 – Preliminary Assessment

### 7.1 ASSESSMENT

The Conduct Reviewer must determine whether the complaint:

- relates to behaviour which falls under the Code
- relates to criminal or corrupt behaviour
- is trivial, frivolous, vexatious or not made in good faith.

The preliminary assessment by the Conduct Reviewer will involve an assessment of:

- the evidence submitted regarding the alleged breach
- the relevant circumstances prevailing at the time of the alleged breach; and
- any other factors deemed relevant to making a fair and reasonable judgement about the matter.

For the sake of clarity, any situation involving complaints against the Chief Executive Officer arising from alleged actions or omissions of delegates, may also include a review of the relevant evidence pertaining to the conduct or performance of the delegate.

### 7.2 COMPLAINT ASSESSMENT CRITERIA

In undertaking the preliminary assessment of a complaint, the Conduct Reviewer must take the following into consideration:

- whether the complaint discloses prima facie evidence of a breach of the Code
- whether the complaint raises issues that would be more appropriately dealt with by another agency or body
- whether there is or was an alternative and satisfactory means of redress available to the Complainant in relation to the conduct complained of, such as, but not limited to, explanation, counselling, training, mediation, informal discussion, negotiation or apology
- whether the issue(s) giving rise to the complaint have previously been addressed or resolved
- whether the conduct complained of forms part of a pattern of conduct

- whether there were mitigating circumstances giving rise to the conduct complained of
- the seriousness of the alleged conduct
- the significance of the conduct or the impact of the conduct for Council
- how much time has passed since the alleged conduct occurred; and
- such other considerations that the Conduct Reviewer considers may be relevant to the preliminary assessment of the complaint.

### 7.3 TRIVIAL, FRIVOLOUS OR VEXATIOUS COMPLAINTS

Where the Conduct Reviewer determines a complaint is trivial, frivolous, vexatious or not made in good faith the conduct reviewer must:

- provide the mayor and Director Corporate with a preliminary assessment report
- where the complaint has been addressed to the deputy mayor, the preliminary report is to be addressed to the deputy mayor and Director Corporate
- confirm in writing to the Complainant that Council has decided not to enquire further into the matter and provide reasons for its decision
- advise the Chief Executive Officer of the receipt of the trivial, frivolous, or vexatious complaint, and the outcome.

### 7.4 BEHAVIOUR UNDER THE CODE

If the Conduct Reviewer determines that the complaint is not one to which paragraph 57.3 applies, and relates to behaviour which falls under of the Code, the Conduct Reviewer must:

- advise the Chief Executive Officer, in writing, of the complaint, and the allegation(s) made against them
- ensure the record of complaint is captured in CiAnywhere including the following details:
  - the name of the Chief Executive Officer who has allegedly breached the Code
  - law permitting, the name of the Complainant
  - the provisions of the Code which the complainant alleges have been breached
  - the category and where applicable, the status of the complaint.
- prepare a Preliminary assessment report containing one or more of the following recommendations:
  - take no action
  - resolve the complaint by alternative and appropriate strategies such as, but not limited to, explanation, counselling, training, mediation, informal discussion, negotiation or apology; or
  - to refer the complaint for further investigation
- in cases where the facts are clear and/or undisputed, present findings and recommendations; and/or
- if applicable, to refer the complaint to the relevant appropriate authorities under the Code.

### 7.5 MANAGEMENT OF CONDUCT REVIEWER RECOMMENDATIONS

#### 7.5.1 TAKE NO ACTION

If the Conduct Reviewer recommends taking no action and the mayor, or deputy mayor accepts the recommendation, the complaint will be finalised and will not be referred for further consideration by Council. In such cases, the Conduct Reviewer will provide a



summary of the preliminary assessment and reasons for their recommendations to the Complainant and the Chief Executive Officer.

#### 7.5.2 RESOLVE THE COMPLAINT BY ALTERNATIVE<sup>W</sup> AND APPROPRIATE STRATEGIES

If the Conduct Reviewer recommends to resolve the complaint by alternative strategies and the mayor, or deputy mayor accepts the recommendation, the complaint will be finalised and will not be referred for further consideration by Council.

Where one or both of the parties is unwilling to resolve the complaint by alternative and appropriate strategies, the Conduct Reviewer must note the same in the preliminary assessment report. In such cases, the Conduct Reviewer may reconsider their recommendations, which may include:

- take no further action
- apology
- such other action that the Conduct Reviewer considers may be an appropriate means to resolve and finalise the complaint.

The Conduct Reviewer will provide a summary of the preliminary assessment and reasons for their recommendations to the Complainant and the Chief Executive Officer.

#### 7.5.3 REFER THE COMPLAINT FOR FURTHER INVESTIGATION

If the Conduct Reviewer recommends referring the complaint for further investigation, the mayor and Director Corporate will be responsible for reporting the preliminary assessment report to Council, without commentary, as soon as practicable after it is received.

Where the complaint has been reported to the deputy mayor and the Conduct Reviewer recommends referring the complaint for further investigation, the deputy mayor will be responsible for informing the mayor. The mayor and Director Corporate maintain responsibility for reporting the preliminary assessment report to Council.

Council is not obliged to adopt the Conduct Reviewer's recommendation(s) as set out in the preliminary assessment report. Where Council does not adopt the Conduct Reviewer's recommendation(s), Council must resolve not to adopt the recommendation and state in its resolution the reasons for its decision.

Where the Complaint is referred to Council for consideration for possible further investigation, Council must consider the Complaint as soon as practicable.

During the council meeting, and if Council is minded to refer the matter for further investigation, Council must appoint an Independent Assessor from the pre-approved list of legal practitioners to assist Council in undertaking the further investigation.

## 8. Stage 3 – Investigation

### 8.1 CONDUCT OF INVESTIGATION

Investigations are to be undertaken by the Independent Assessor without undue delay.

Investigations are to be undertaken in the absence of the public and in confidence.

In cases where the Complaint involves issues relating to alleged actions or omissions of delegates, the Chief Executive Officer is free to discuss the complaint with relevant delegates and seek assistance from such delegates in preparing a response.

In all cases, the Chief Executive Officer is free to refer to the organisation's record keeping systems in preparing a response to any complaint but may not access records related to the management of the Complaint itself.

The Independent Assessor must make any such enquiries that they consider may be reasonably necessary to establish the facts of the matter.

The Independent Assessor may seek such advice or expert guidance that they consider may be reasonably necessary to assist them with their investigation or the conduct of their investigation.

The Independent Assessor will be provided with all relevant information in support of the Complaint, including the preliminary assessment report.

## 8.2 WRITTEN NOTICE OF INVESTIGATION

The Independent Assessor must at the outset of their investigation provide a written Notice of Investigation to the Chief Executive Officer and the Complainant.

The Notice of Investigation must:

- disclose the substance of the allegations against the Chief Executive Officer together with a copy of the complaint and any relevant supporting documentation
- advise of the relevant provisions of the Code that apply to the alleged conduct
- advise of the process to be followed in investigating the matter, together with an indicative timeline
- request the Chief Executive Officer to provide written submissions within a reasonable time of receipt of the notice of investigation from the Independent Assessor to assist the Independent Assessor to identify the substance of the allegation(s). An Independent Assessor will only be obliged to provide such information that the Independent Assessor considers reasonably necessary for the Chief Executive Officer to identify the substance of the allegation against them and respond accordingly
- invite the Chief Executive Officer and the Complainant to separately attend a meeting, in relation to the matter
- must specify that the Chief Executive Officer and the Complainant are each entitled to bring a support person or legal advisor who will act in an advisory or support role only (Support Person). The Support Person must not speak on behalf of the Chief Executive Officer or Complainant or otherwise interfere with or disrupt the meeting.

## 8.3 INITIAL INVESTIGATION REPORT

The Independent Assessor will consider any written submissions received and produce an initial investigation report, including a summary of findings and the reasons for their findings, as soon as practicable following the completion of the meetings with the Chief Executive Officer and the Complainant.

The Independent Assessor will thereafter provide the summary of findings, and the reasons for their findings, to the Chief Executive Officer. The Chief Executive Officer will



be invited to make any further written submissions within such reasonable period specified by the Independent Assessor.

Where the Independent Assessor proposes to make adverse comment or findings about any other person (Affected Person) in the Initial Investigation Report, they must also provide the affected person with a summary of such comment(s) or finding(s), and invite the affected person to make a written submission in response within such reasonable period specified by the Independent Assessor.

Where the Chief Executive Officer or an affected person fails to make a written submission in relation to the initial investigation report findings within the period specified by the Independent Assessor, the Independent Assessor may proceed to prepare and issue their final report without receiving such submissions.

Where an Independent Assessor identifies further separate possible breaches of the Code that are not related to or arise from the Complaint that has been referred to them, they are to report the matters separately in writing to the mayor and/or Director Corporate, or such appropriate authorities as may be applicable.

#### 8.4 FINAL INVESTIGATION REPORT

The Independent Assessor will prepare a final investigation report in relation to the matter after they have finalised their consideration of the matter in accordance with the requirements of these procedures.

The mayor and Director Corporate will be responsible for reporting the final investigation report, without commentary, to Council for its consideration as soon as practicable following completion.

The final investigation report must:

- make findings of fact in relation to the matter investigated, and,
- decide that the conduct investigated either
  - constitutes a breach of the Code, or
  - does not constitute a breach of the Code
- provide reasons for the determination
- provide recommendations.

#### 8.5 RECOMMENDATIONS

The Independent Assessor may make one or more of the following recommendations as part of the final investigation report:

- take no action
- pass a censure motion in respect of the Chief Executive Officer
- request a public apology, whether written or verbal
- request the Chief Executive Officer to attend training on the specific topic found to have been breached
- resolve to issue a warning to, terminate the appointment of, or suspend the Chief Executive Officer
- refer the matter to the relevant appropriate authorities for further investigation and/or action
- that Council takes no action
- that the organisation revises any of its policies or procedures; or
- that a person or persons undertakes any training or other education.

In making a recommendation, the Independent Assessor may have regard to the

following:

- the seriousness of the breach
- whether the breach can be easily remedied or rectified
- whether the Chief Executive Officer has remedied or rectified their conduct
- whether the Chief Executive Officer has expressed contrition
- whether there were any mitigating circumstances
- the age, physical or mental health or special infirmity of the Chief Executive Officer
- whether the breach is technical or trivial only
- any previous breaches
- whether the breach forms part of a pattern of conduct
- the degree of reckless intention or negligence of the Chief Executive Officer
- the extent to which the breach has affected other parties or the council as a whole
- the harm or potential harm to the reputation of the council or local government arising from the conduct
- whether the findings and recommendations can be justified in terms of the public interest and would withstand public scrutiny
- whether an educative approach would be more appropriate than a punitive one
- the relative costs and benefits of taking formal enforcement action as opposed to taking no action or taking informal action
- what action or remedy would be in the public interest even where there are no adverse findings against the Chief Executive Officer but where training or other education may improve the quality of communications for the Chief Executive Officer in the future.

Council must provide a copy of the final investigation report to the Chief Executive Officer following the determination of the final investigation report and the passing of the relevant resolution. Should the final investigation report include references to witnesses or evidence of a nature that, if disclosed, may present a risk to any person, Council must first ensure that the Independent Assessor be given an opportunity to redact the report in order to mitigate such risks prior to the report being provided to the Chief Executive Officer.

The Independent Assessor will provide a summary of the findings of the final investigation report to the Complainant at the completion of the matter.

## **9. Stage 4 – Resolution**

### **9.1 COUNCIL CONSIDERATION OF THE FINAL REPORT**

For the avoidance of doubt, when the final investigation report is considered by the Council, the Chief Executive Officer (and, if applicable, the Complainant if the Complainant is a Council Member) has a prescribed interest in the matter pursuant to section 73 of the *Local Government Act 1999*. The Chief Executive Officer and the Complainant must disclose the interest, leave the Chamber and not participate in the Council's consideration of the matter.

The Chief Executive Officer may make an oral submission prior to leaving the Chamber.

### **9.2 ROLE OF COUNCIL**

The role of Council in relation to a final investigation report is to consider imposing the recommended sanction(s) (if any) where the Independent Assessor determines that there

has been a breach of the Code (or where training or education could benefit the Chief Executive Officer), and makes a recommendation in their final investigation report.

Council is not obliged to adopt the Independent Assessor's recommendation(s) as set out in the final investigation report.

Where Council does not adopt the Independent Assessor's recommendation(s), Council must resolve not to adopt the recommendation and state in its resolution the reasons for its decision.

Council must not invite oral submissions from other persons for the purpose of seeking to rehear evidence previously considered by the Independent Assessor.

Prior to imposing a sanction (if any), Council has the capacity to ask the Independent Assessor additional questions. Council may, by resolution, request that the Independent Assessor make additional enquiries and/or provide additional information to it in the form of a supplementary report.

Council may, by resolution, defer further consideration of the matter pending the receipt of a supplementary report from the Independent Assessor.

The Independent Assessor may make additional enquiries for the purpose of preparing a supplementary report.

Where the Independent Assessor prepares a supplementary report, they must provide copies to Council.

The Independent Assessor is not obliged to notify or consult with any person prior to submitting the supplementary report to Council.

Where Council passes a resolution of its final determination in connection with the final investigation report and the sanctions (if any) that will be imposed, the Independent Assessor must notify the Chief Executive Officer and the Complainant of Council's decision in writing.

## **10. Reimbursement of Costs**

Any request for reimbursement of legal expenses by the Chief Executive Officer in relation to responding to a complaint under this procedure may only be considered by Council at the conclusion of a process.

Such requests are to be made to the mayor and reported to Council in confidence by the mayor and the Director Corporate.

Council must consider any such request on its merits, in accordance with the circumstances applicable.

Any decision to reimburse, or not to reimburse, is at Council's absolute discretion.

If a decision to reimburse is made, receipts reflecting the sum (or partial sum) to be reimbursed must be presented.

## **11. Relevant Legislation and References**

*Local Government Act 1999*

Code of Conduct for Employees, (as amended)

*Independent Commission Against Corruption Act 2012*

Directions and Guidelines issued by the Office for Public Integrity and ICAC

*Ombudsman Act 1972*

## POLICY– COUNCIL

## Elected Member's Behavioural Management Policy

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## 1. Document control

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Electronic version on the intranet or website is the controlled version.

## 2. Preamble

The contents of and the commitments that Council makes in this policy are not intended to be and should not be interpreted to be any more than a statement of the City of Onkaparinga's general position in relation to those matters, and to facilitate its aspirations wherever it is reasonable to do so.

## 3. Policy purpose

This Policy has been prepared and adopted pursuant to section 262B of the *Local Government Act 1999* (the Act).

This Behavioural Management Policy forms part of the Behavioural Management Framework for elected members and sets out the approach to the management of complaints about the behaviour of elected members. It sets out the process to be adopted where there has been an alleged breach of the Behavioural Standards for Council Members and this Behavioural Management Policy.

It is acknowledged that any legislative requirement which affects Council will take precedence over Council's policies and procedures.

## 4. Scope

This Policy sets out the procedures for dealing with an allegation of a breach of the behavioural requirements applying to council members of the City of Onkaparinga and where stated in Council Committee Terms of Reference, it applies to independent members of Council's Section 41 Committees. This Policy does not apply to complaints about council employees or the council as a whole.

## 5. Definitions

**Behavioural Management Framework** – comprises four components:

- The legislative framework within which all council members must operate;
- The Behavioural Standards for Council Members, determined by the Minister for Local Government, which apply to all council members in South Australia;
- The mandatory Behavioural Management Policy (this document) relating to the management of behaviour of council members and adopted pursuant to section 262B of the Act;
- Optional Behavioural Support Policy (or policies) designed to support appropriate behaviour by council members and adopted pursuant to section 75F of the Act.

the Act	<i>Local Government Act 1999</i>
behavioural requirements	in this document refers collectively and individually to the Behavioural Standards for Council Members and the Behavioural Management Policy.
Behavioural Standards for Council Members	established by the Minister for Local Government and published as a notice in the SA Government Gazette, specifying standards of behaviour to be observed by members of councils; and providing for any other matter relating to behaviour of members of councils.
Behavioral Standards Panel	A panel established under Sections 262E to 262X of the Local Government Act 1999, to assess and deal with complaints referred to the panel alleging misbehaviour, repeated misbehaviour or serious misbehaviour
frivolous	includes without limitation, a matter of little weight or importance, or lacking in seriousness.
Independent service provider	An external service provider with skills relevant to the matter who will report to the person responsible for managing the complaint.
misbehaviour	is defined in section 262E of the Act as: <ul style="list-style-type: none"> <li>(a) A failure by a member of a council to comply with a requirement of the council under section 262C(1); or</li> <li>(b) A failure by a member of a council to comply with a provision of, or a requirement under, the council's behavioural management policy; or</li> </ul>

	(c) A failure by a member of a council to comply with an agreement reached following mediation, conciliation, arbitration or other dispute or conflict resolution conducted in relation to a complaint under Division 1.
person responsible for managing the complaint	<p>means, subject to any resolution of the Council to the contrary –</p> <ol style="list-style-type: none"> <li>1. the Mayor <del>and with the support of the</del> Manager Governance</li> <li>2. if the complaint relates to or involves the Mayor, the Deputy Mayor <del>and with the support of the</del> Manager Governance</li> <li>3. if the complaint relates to or involves the Mayor and Deputy Mayor, the Manager Governance</li> <li>4. <del>if there is a real or perceived conflict of interest in the Manager Governance managing the complaint, the Manager People &amp; Culture</del></li> </ol>
Preliminary Assessment	The person responsible for managing the complaint will undertake an assessment of it to determine whether the content of the complaint reaches the criteria set out in section 7.6.2.
repeated misbehaviour	is defined in section 262E of the Act as a second or subsequent failure by a member of a council to comply with Chapter 5 Part 4 Division 2 (Ch 5- Members of council, Pt 4-Member integrity and behaviour, Div 2- Member behaviour)
serious misbehaviour	is defined in section 262E of the Act as a failure by a member of a council to comply with section 75G (Health and safety duties)
trivial	includes without limitation, a matter of little worth or importance; that is trifling; or insignificant.
vexatious	includes a matter raised without reasonable grounds or for the predominate purpose of causing annoyance, delay or detriment, or achieve another wrongful purpose.

## 6. Strategic context

Nothing in this Policy is intended to prevent council members from seeking to resolve disputes and complaints in a proactive, positive and courteous manner before they are escalated.

The following principles will apply:

- Where a council member considers there has been behaviour that is inconsistent with the behavioural requirements, a council member may, in appropriate circumstances, seek to respectfully and constructively raise this issue with the member concerned, without the need to lodge a complaint under this Policy;
- If a matter proceeds to a complaint, all council members will continue to comply with the procedures set out in this Policy and support the person/s responsible for managing the complaint;
- a consistent approach to the assessment, investigation and resolution of complaints will be applied to facilitate timely and efficient resolution and minimisation of costs;



- Where required, Council may engage the assistance of skilled advisors and support persons in the assessment, investigation and resolution of complaints and avoid adopting an unreasonably legalistic approach.
- ongoing training and relevant resources will be provided to all council members to ensure they have the skills and knowledge necessary to perform their role in accordance with the behavioural requirements and the Act.
- training and relevant support will be provided to persons with specific obligations under this Policy to facilitate the management, reporting and resolution of complaints alleging a breach of the behavioural requirements.

Council will manage complaints under this Policy with as little formality and technicality and with as much expedition as the requirements of the matter and the Act allowing for proper consideration of the matter. Council is not bound by rules of evidence but will inform itself in the manner considered most appropriate given the nature of the complaint.

## 7. Policy

### 7.1 CONFIDENTIALITY

Complaints made in accordance with this Policy will be managed on a confidential basis until such a time as they are required to be reported to Council in a public meeting in accordance with this Policy or are otherwise lawfully made public or disclosed.

Access to information relating to complaints and information about complaints will be limited to parties to the complaint and individuals with a responsibility within the complaint handling process or as otherwise provided for within this Policy<sup>1</sup>.

A person who has access to information about a complaint (including the complainant and the person complained about) must not directly, or indirectly disclose to any person (including to a council member) that information except:

- For the purpose of dealing with the complaint
- Where required by law
- For the purpose of obtaining legal advice or legal representation, or medical or psychological assistance from a medical practitioner, psychologist or counsellor
- Where the disclosure is made to an external party, investigating the complaint, or mediator/conciliator engaged in accordance with this Policy
- Where the information has been made public in accordance with this Policy or this Policy otherwise authorises or requires the disclosure of the information.

This is not to be confused with formal consideration at a Council Meeting of any matter arising from application of this Policy. Items presented to Council must be assessed on a case-by-case basis in accordance with the requirements of section 90 of the Act.

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<sup>1</sup> There are circumstances in the *Work Health and Safety Act 2012* where information must be disclosed, for example where the health and safety of an employee is at risk.



The complainant will be contacted in writing to determine whether or not they consent to their identity being revealed to the subject of the complaint (and/or the Council - only if a breach is determined), noting that in some instances the allegations contained in a complaint may reveal the identity of the complainant.

If the complainant requests that their identity be kept confidential from the person complained about, this does not constitute an anonymous complaint.

## **7.2 WHO CAN LODGE A COMPLAINT**

Any member of the public, council members or council employees can lodge a complaint with the Council in accordance with this Policy.

Complaints alleging misbehaviour, repeated misbehaviour or serious misbehaviour may be referred to the Behavioural Standards Panel but only by:

- resolution of the council
- the principal member of the council
- at least three members of the council
- the responsible person in accordance with the Health and Safety provisions provided for in Section 75G of the Act.

## **7.3 DISPUTE VERSUS COMPLAINT**

It is important to distinguish between a dispute and a complaint. A dispute is generally a difference of opinion or disagreement between two parties. It may involve a heated discussion or some other unsatisfactory exchange between parties but may not amount to conduct inconsistent with the behavioural requirements. Ideally disputes will be handled directly by the parties involved and will not escalate to a complaint requiring action (even informal action) under this Policy. The Mayor (or another person) may play a role in facilitating a resolution to a dispute.

This Policy is intended to deal with matters where conduct is alleged to have been inconsistent with the behavioural requirements, rather than where members of council have differences of opinion, even when robustly put.

## **7.4 STAGES OF ACTION**

This Policy has three distinct stages to the approach that will be taken to address complaints about the behaviour of Council Members:

- Part 1: Informal Action: Where the matter can be resolved directly between the parties.
- Part 2: Formal Action: Where the matter cannot be resolved using informal action and a formal process of consideration is required.
- Part 3: Referrals to the Behavioural Standards Panel: the circumstance under which the Mayor, the Council or other authorised person(s) will make a referral.

## **7.5 PART 1: INFORMAL ACTION**

Council encourages informal resolution of concerns regarding behaviour alleged to be contrary to the behavioural requirements. A person may therefore consider raising the matter directly with the council member concerned.

Alternatively, a person may raise their concern with the Mayor or the Manager Governance on an informal basis. If the concerns relate to or involve the Mayor the person may raise the matter with the Deputy Mayor (if appointed) or Manager Governance.

If the person responsible for managing the complaint considers that access to resources to support impacted parties and facilitate early resolution of the matter should be provided, the Mayor or person responsible for managing the complaint will request the CEO to facilitate access to relevant resources. The CEO will not refuse any reasonable request for resources made in accordance with this Policy.

### ***Record keeping***

Where the person responsible for managing the complaint addresses the matter through informal action, a record will be kept by the Manager Governance or delegate, setting out:

- Details of the complainant
- Details of the person complained about
- A summary of the matter
- A summary of actions taken in response
- Details of agreed actions (if any)

If informal action does not successfully resolve the matter, the record may be made available to an investigation process as provided for under this Policy or to the Behavioural Standards Panel.

## **7.6 PART 2: FORMAL ACTION**

This Part sets out the process for formal action in response to a complaint regarding the behaviour of council members and addresses the manner in which a complaint will be:

1. Received
2. Assessed
3. Investigated
4. Resolved
5. Recorded

A formal complaint made under the Behavioural Management Policy must:

- be received in writing and marked with “Confidential Council Member Complaint” and forwarded to:
  - (via email) [mail@onkaparinga.sa.gov.au](mailto:mail@onkaparinga.sa.gov.au)
  - (hard copy) PO Box 1, Noarlunga Centre, 5168
- Provide the name of the Council member who has allegedly breached the behavioural requirements, the name and contact details of the complainant, the name and contact details of the person submitting the complaint (if different to the complainant) and the name and contact details of any witnesses or other persons able to provide information about the complaint.
- Be specific (including identifying the behavioural requirements the complainant alleges have been breached)

- Provide as much supporting evidence as possible to assist an investigation, including the grounds and circumstances of the complaint (eg where, when, impact of the behaviour, actions taken to try to resolve the issue, relevant records or documents)
- Identify the outcome being sought
- Be lodged within six (6) months of the alleged conduct occurring on the basis that it is important to address alleged breaches of behavioural requirements in a timely manner (with discretion provided to the person responsible for managing the complaint to allow a longer time limit to apply in particular cases. This will be assessed on a case-by-case basis).

#### **7.6.1 Receipt of a complaint**

Receipt of the complaint is undertaken by the CEO, Manager Governance or delegate and will be acknowledged within 2 business days or as soon as reasonably practicable with a copy of this Policy provided to the person making the complaint.

The acknowledgement of the complaint will also seek direction from the complainant regarding their preference for the confidentiality of their identity.

If the formal complaint does not include the required information as set out in Clause 7.6, the acknowledgement will request that further information be provided before the complaint can be progressed to Preliminary Assessment.

The complaint will then be directed to the person responsible for managing a complaint in accordance with this Policy.

If the person responsible for managing the complaint deems it necessary and required they can consult with the CEO or delegate to facilitate the engagement of an appropriate independent service provider to undertake the Preliminary Assessment, for example:

- An independent investigator who will report to the person responsible for managing the complaint
- An external service provider with skills relevant to the matter who will report to the person responsible for managing the complaint.

A complainant may withdraw their complaint at any stage.

#### ***Record Keeping***

Record keeping throughout a formal complaint will be kept by the Manager Governance or delegate. The person responsible for managing the complaint is required to provide the relevant information for record keeping.

#### **7.6.2 Preliminary Assessment of complaint**

A Preliminary Assessment is not an investigation or adjudication of a complaint and no findings as to the merits of the complaint will be made at this stage.

The person responsible for managing the complaint (or independent service provider) will undertake an assessment of it to determine whether the content of the complaint:

- Alleges a breach of the Behavioural Standards
- Relates to conduct occurred in the context of the council member carrying out their official functions and duties.



- the person that is making the complaint (or on whose behalf the complaint has been made) has a sufficient interest in the matter
- the complaint is trivial, frivolous or vexatious or not made in good faith
- the complaint has been lodged with another authority
- the subject matter of the complaint has been or is already being investigated by the Council or another body
- it is unnecessary or unjustifiable for the Council to deal with the complaint
- the council has dealt with the complaint adequately
- whether the council has obligations to report the matter to either the Local Government Association Mutual Liability Scheme (LGAMLS) or the Local Government Association Workers Compensation Scheme (LGAWCS).

### **Action from Preliminary Assessment**

The person responsible for managing the complaint will determine what action will result from the Preliminary Assessment. Where relevant, the person managing the complaint may receive advice from an independent service provider. Actions include:

- a) refuse to deal with the complaint<sup>2</sup> / determine to take no further action
- b) refer to an alternative resolution mechanism or to propose training for relevant parties (eg facilitated discussion, provision of training, mediation, arbitration, conflict resolution, etc.)
- c) refer the matter to another body or agency (eg the Ombudsman SA or the Behavioural Standards Panel)
- d) Proceed to formal consideration (investigation)

The receipt and outcome of the Preliminary Assessment will be advised to the person who is subject of the complaint in writing as far as is permitted by law. The complainant will also be advised in writing of the outcome of the Preliminary Assessment.

#### **a) Refusing to deal with the complaint/Determining to take no further action**

Where the person responsible for managing the complaint makes a decision not to proceed with formal consideration of the matter the following steps should be taken:

- the complainant must be provided written reasons explaining the decision<sup>3</sup>
- the person complained about should be provided with a brief summary of the complaint and the reasons for not proceeding.
- A record of these steps and the decision not to proceed should be made.

<sup>2</sup> Section 270(4a)(a)(i) of the *Local Government Act 1999* precludes a review of a decision to refuse to deal with the complaint

<sup>3</sup> Section 262D, *Local Government Act 1999*



Whilst a matter may not proceed, the person responsible for managing the complaint may discuss the issues informally with the parties and identify strategies to build skills, facilitate positive relationship development and reduce the likelihood of repeat occurrences.

***b) Decision to refer to alternative resolution (mediation or training)***

The person responsible for managing the complaint may form the view that the optimal way to deal with the complaint is to implement an alternative resolution mechanism such as facilitated discussion, mediation, arbitration, conflict resolution or training.

The person responsible for managing the complaint should discuss the use of a proposed alternative resolution mechanism with the complainant and the person complained about to determine whether there is support for this approach.

If so, the person responsible for managing the complaint should request the CEO take steps to facilitate access to appropriate internal or external support (not being for the purposes of obtaining legal advice) for parties to the complaint. The CEO will not refuse any reasonable request for resources made in accordance with this Policy.

The complainant and the person complained about should be provided written confirmation of the alternative resolution mechanism to be used for the purposes of resolving the complaint.

***c) Decision to refer to another body or agency***

Where the person responsible for managing the complaint makes a decision to refer the matter to another body or agency (eg the Ombudsman SA or the Behavioural Standards Panel) the person will follow any direction from that body or agency regarding what information is to be provided to the complainant and the elected member complained about regarding the referral.

***d) Decision to proceed to formal consideration (investigation)***

Where the person responsible for managing the complaint (or the independent service provider) makes a decision to proceed to formal consideration the CEO must approve the decision and the following steps should be taken:

- the person complained about should be provided with a copy of this Policy, contact details of the person responsible for managing the complaint and a summary document setting out:
  - the specific provision(s) of the behavioural requirements alleged to have been breached; and
  - the circumstances where this breach is alleged to have occurred.

In circumstances where the complainant has not requested their identity be kept confidential, a copy of the complaint may be provided in full.

- the complainant should be advised of the decision to proceed and the contact details of the person responsible for managing the complaint.

**7.6.3 Formal consideration (investigation)**

A decision to formally consider the complaint must be approved by the CEO. When a decision to formally consider the complaint has been made, the person responsible for managing the complaint will consult with the CEO to facilitate engagement of an appropriate independent service provider, for example:

- An independent investigator who will report to the person responsible for managing the complaint
- An external service provider with skills relevant to the matter who will report to the person responsible for managing the complaint.

The person responsible for managing the complaint will advise both the complainant and the person complained about of the appointment of the independent service provider and that they are able to have a support person accompany them during discussions relating to the complaint.

Further consideration by the independent service provider engaged, may (at their discretion) involve:

- Providing the subject of the complaint the opportunity to provide a written response within a reasonable timeframe as set out by the independent service provider
- Providing the complainant the opportunity to provide any further relevant information within a reasonable timeframe as set out by the independent service provider
- speaking with other persons who have been nominated by the parties to have observed the behaviour
- speaking directly with witnesses to the conduct complained about
- requesting the provision of information or documents relevant to the investigation, which may include access to audio or video recordings of meetings.

It is the expectation of Council that both the complainant and the person complained about will cooperate with any such process to consider the complaint and, if requested, participate in meetings in a timely manner.

Failure by the elected member complained about to comply with this requirement may be taken into account when considering the actions to be taken under section 262B(2)(e) of the Local Government Act and may constitute grounds for referral to the Behavioural Standards Panel for misbehaviour.

#### **7.6.4 Report**

The independent service provider will prepare a report summarising the matter and setting out their findings, conclusions and recommendations. The report should set out:

- Allegations made in the complaint
- Summary of evidence to which the investigation had regard
- Findings
- Conclusions
- Recommendations

The report will generally include a recommended action for the parties to consider and/or participate in such as, but not limited to, the imposition of sanctions as per the Act:

- Discussions with parties to the complaint to seek agreement
- Formal mediation if not already undertaken
- Conciliation
- Arbitration
- Education and further training

#### **Draft Report**



A copy of the draft report should be provided to the parties to the complaint who should be given a reasonable opportunity, but no more than ten business days, to make submissions in relation to the draft report. The person responsible for managing the complaint (or the third party engaged) may provide a longer period of time for lodgement of submissions to the draft report at their discretion. The person responsible for managing the complaint (or the third party engaged) should have regard to any submissions made in preparing a final report.

### **Outcome – No breach found**

Where the finding is that no breach of the behavioural requirements has occurred a final report should be prepared by the independent service provider and provided to the complainant and the person complained about.

The complaint will remain confidential in accordance with the requirements of this Policy, except at the request of the person complained about. If such a request is made, a copy of the final report will be tabled (the complainants identity may need to be redacted) at the next practicable Council meeting. If no such request is received, no further action will be taken.

### **Outcome – agreed actions (breach found)**

Where the finding is that a breach of the behavioural requirements has occurred, if appropriate the independent service provider may (with the agreement of the complainant and the person complained about) broker an agreement for resolution, that agreement will be documented including matters such as:

- actions to be undertaken
- responsibility for completing actions
- timeframes for completion of actions
- what will occur if there is a repeat of the behaviours complained about
- monitoring arrangements for completion of actions
- what will occur if the actions aren't completed
- confirmation that the matter is considered resolved

The agreement reached will be made in writing, including a commitment by parties to the complaint to abide by the agreement. A copy of the agreement will be retained by each party and a copy held in Council records.

Where the conduct complained about is not raised by the person directly affected by the conduct it will usually be appropriate to discuss the proposed resolution with that person prior to finalising agreement. This is intended to apply in a circumstance where the 'victim' is not the complainant to provide them a reasonable opportunity to have input into the resolution.

The complaint will remain confidential in accordance with the requirements of this Policy except at the request of the person complained about. If such a request is made, a copy of the final report will be tabled (the complainants identity made need to be redacted) at the next practicable Council meeting.

The matter must be reported in the Council's Annual Report which must contain the information required by the regulations.

### **Outcome – no agreed action (breach found)**

Where the finding is that a breach of the behavioural requirements has occurred and the parties to the complaint have failed to reach agreement as to the resolution of the matter, the independent service provider's final report will be presented confidentially to Council for determination. The final report should include one or more of the following recommendations and be included in the Council Agenda as soon as practicable:

- taking no further action
- passing a censure motion in respect of the member;
- requiring the member to issue a public apology (in a manner determined by the Council)
- requiring the member to undertake a specified course of training or instruction;
- removal or suspension from one or more offices held in the member's capacity as a member of the Council or by virtue of being a member of the Council – but not the office of Member of the Council;

A report, where appropriate may include a recommended action for the parties to consider and/or participate in such as, but not limited to the imposition of sanctions as per the Act:

- discussions with parties to the complaint to seek agreement
- formal mediation if not already undertaken
- Conciliation
- Arbitration
- Education and further training

### **7.6.5 Actions of Council**

#### **Confidential Report – Council considers recommendations**

Where the parties are not able to agree on an approach to resolve the matter, the matter will be provided, in the first instance confidentially to Council to determine the actions to be taken which may include:

- taking no further action
- passing a censure motion in respect of the member;
- requiring the member to issue a public apology (in a manner determined by the Council)
- requiring the member to undertake a specified course of training or instruction;
- removal or suspension from one or more offices held in the member's capacity as a member of the Council or by virtue of being a member of the Council – but not the office of Member of the Council;

#### **Public Report – Council determines action**

If Council determines to take action, a public report on the matter must be considered in public at the next available Council meeting.

In making a determination under section 262C(1) to take action, Council should be reasonably prescriptive about the manner and time periods in which the action must be completed.



Section 262E defines a failure to comply with a requirement of the council under 262C(1) as 'misbehaviour' which may result in a referral to the Behavioural Standards Panel.

#### **No further action – Council determines no further action**

Where Council determines to take no further action, the complainant will be advised of this along with reasons, which may include:

- (a) the ground that, having regard to all the circumstances of the case, it is unnecessary or unjustifiable for the council to deal with or continue to deal with the complaint;
- (b) the ground that the subject matter of the complaint has been or is already being investigated, whether by the council or another person or body; or
- (c) the ground that the council has dealt with the complaint adequately.

The matter must be reported in the Council's Annual Report which must contain the information required by the regulations.

### **7.7 COUNCIL MEMBER WELLBEING**

Support through the Employee Assistance Program is available to any Council Member involved in a Behavioural Management process as provided for in the EM Allowances, Benefits and Support Procedure. The Employee Assistance Program aims to support and promote the health and wellbeing of all employees of the City of Onkaparinga and where necessary, council members will be provided access to the Program.

### **7.8 BEHAVIOURAL STANDARDS PANEL**

The Behavioural Standards Panel is an independent statutory authority consisting of three members and has powers to impose sanctions on council members who breach the behavioural requirements.

In accordance with section 262Q of the Act a complaint alleging misbehaviour, repeated misbehaviour or serious misbehaviour may be made to the Panel by certain persons as set out below. The Panel's jurisdiction arises in the circumstances set out below:

<b>Legislative definition</b>	<b>Plain language explanation</b>
<p><b><i>misbehaviour</i></b> means—</p> <ul style="list-style-type: none"> <li>(a) a failure by a member of a council to comply with a requirement of the council under section 262C(1); or</li> <li>(b) a failure by a member of a council to comply with a provision of, or a requirement under, the council's behavioural management policy; or</li> <li>(c) a failure by a member of a council to comply with an agreement reached following mediation, conciliation, arbitration or other dispute or conflict resolution conducted in relation to a complaint under Division 1;</li> </ul>	<p>Misbehaviour means:</p> <ul style="list-style-type: none"> <li>(a) a council member fails to take the action required by council; or</li> <li>(b) a council member fails to comply with this policy; or</li> <li>(c) a council member fails to comply with an agreement reached pursuant to this policy</li> </ul>

<b><i>repeated misbehaviour</i></b> means a second or subsequent failure by a member of a council to comply with Chapter 5 Part 4 Division 2;	A second or subsequent breach of the behavioural requirements
<b><i>serious misbehaviour</i></b> means a failure by a member of a council to comply with section 75G.	A breach of health and safety duties (including sexual harassment) as set out in section 75G of the Act

A complaint alleging misbehaviour, repeated misbehaviour or serious misbehaviour by a member of council may be referred to the Panel by:

- A resolution of the council
- the Mayor, or
- at least 3 members of the council
- Responsible person under 75G – direction not to attend meeting.

#### **Behavioural Standards Panel Contact Officer**

The Behavioural Standards Panel Contact Officer for the City of Onkaparinga is the Manager Governance for matters referred to the Behavioural Standards Panel. The contact officer is responsible for the provision of information to and receipt of notice from the Behavioural Standards Panel.

The Behavioural Standards Panel Contact Officer will keep the CEO informed of the status of matters under consideration by the Panel.

## **8. Responsibilities**

The Mayor, Deputy Mayor and Manager Governance ([or Manager People & Culture](#)) are responsible for managing complaints- under this Policy, including:

- Performing the tasks bestowed upon the person responsible for dealing with a complaint pursuant to this Policy
- In consultation with the CEO or delegate, facilitate access to resources to support impacted parties and resolve the concerns raised in a timely manner prior to the matter becoming serious, or escalating to a formal complaint.
- In consultation with the CEO or delegate, engage external resources to assist with investigation and resolution of matters.

The CEO, Manager Governance ([or Manager People & Culture](#)) or delegate is responsible under this Policy to:

- manage the administrative receipt, acknowledgement, record keeping and allocation of a complaint lodged in accordance with this Policy
- facilitate access to external resources to support the resolution of complaints lodged in accordance with this Policy.

- The CEO is responsible for approving a complaint proceeding to formal consideration (investigation).

The Behavioural Standards Panel Contact Officer (Manager Governance) is responsible under this Policy to:

- comply with any lawful request of the Panel for information related to a matter under consideration.
- Receive and respond to notices relating to matters under consideration by the Panel.

Where the Behavioural Standards Panel Contact Officer is not the CEO, the Contact Officer should keep the CEO informed of the status of matters under consideration by the Panel.

## 9. Relevant legislation and references

*Minister's Elected member Behavioural Standards*

*Local Government Act 1999*

*Ombudsman Act 1972*

*Independent Commission Against Corruption Act 2012*

*Public Interest Disclosure Act 2018*

## 10. Further information

It is also available for inspection, downloading or printing from our website [www.onkaparingacity.com.au](http://www.onkaparingacity.com.au).

## 10.16 ELECTED MEMBER ELECTRONIC AND MEDIA COMMUNICATION PROTOCOL POLICY

### Report contact

Katrina French, Senior Civic Governance Officer

### Manager

Jade Bird, Manager Governance, Acting

### Director

Sharon Mason, Chief Executive Officer

### Meeting

Council

### Date

17 March 2026

### 1. Purpose

This report presents the Elected Member Electronic and Media Communication Protocol Policy and Social Media Best Practice Guidelines to Council for consideration and adoption, following feedback provided during the workshop held in May 2025.

### 2. Recommendations

#### That Council

1. **Adopt the Elected Member Electronic and Media Communication Protocols Policy as included in Attachment 1 to the agenda report.**
2. **Note the Social Media Guidelines for Elected Members as included in Attachment 2 to the agenda report.**

### 3. Executive summary

The Elected Member Electronic and Media Communication Protocols Policy (policy) provides elected members with clear guidance on the legislative requirements and legal considerations for appropriate use of electronic communications, social media platforms and engagement with media in the conduct of Council business.

The policy applies to elected members when using Council corporate email systems, equipment and services, social media platforms, and when communicating with the media in their capacity as an elected member.

Following the workshop held in May 2025, the revised policy reflects the feedback received and includes a formal link to the updated Social Media Guidelines for Elected Members.

### 4. Background

Policy and/or relevant legislation	<i>State Records Act 1997</i> <i>Local Government Act 1999</i> , Member Integrity and Behaviour Elected member allowance and benefits support procedure Behavioural Standards for Council Members Code of Practice – proceedings of meetings Caretaker Policy 2022 Council Privacy Statement
Who did we talk to/who will we be talking to	Elected Members Social Media Advisor, Communications and Engagement Manager, Communications and Engagement Team Leader, Communications and Engagement Acting Manager Governance and Acting Team Leader Civic Governance



## 5. Discussion

A comprehensive review of the Policy was initially presented to Council for consideration and adoption at its February 2025 meeting. At that time, elected members requested a workshop to further discuss the Policy and its practical application. This workshop was subsequently held in May 2025.

The Elected Member Electronic and Media Communication Protocols Policy is included at attachment 1, with minor changes highlighted, reflecting elected member feedback at the workshop.

Following the workshop, further work was undertaken to incorporate elected member feedback and strengthen supporting guidance material. This included a detailed review and update of the Social Media Guidelines for Elected Members, expanded advice relating to the management of defamatory, offensive, discriminatory or otherwise inappropriate online content or comments, as well as guidance regarding online bullying and harassment, misinformation and disinformation.

Notable updates from the workshop and guidelines review include:

Section 1	Benefits Clarification on management of social media accounts.
Section 3	Page ownership Renaming of social media pages after leaving office to avoid community confusion and what to consider when doing so.
Section 4	Governance clarification – Behavioural Standards for Council Members
Section 7	Conduct Disclaimer linked to the policy.
Section 11	Risk Management Links with Section 21 Community moderation Links with Section 6.7 Defamation, Policy document.
Section 17	Content and copyright – re YouTube
Section 21	Interaction with council pages and content – benefits of sharing council posts to members pages.
Section 22	Community moderation – how to manage comments
Section 23	Paid advertising - updated
Section 24	Online bullying and harassment – setting expectations on your page and what to do.
Section 25	Misinformation – knowing how to respond.

The *Social Media Guidelines for Elected Members* is a supporting document intended to provide general guidance to elected members regarding governance and risk management considerations associated with online conduct and the appropriate use of social media in their role. The Guidelines are to be read in conjunction with the *Local Government Act 1999*, the Behavioural Standards for Elected Members, and other relevant legislation and Council policies.

This document does not replace or override the terms of service, community standards or usage policies of individual social media platforms. The updated guidelines are included at attachment 2, with changes in red.

Elected members who choose to establish or maintain social media accounts are responsible for familiarising themselves with, and complying with, the applicable rules, terms and policies of each platform they use. As these requirements may be amended from time to time, members are responsible for ensuring they review and remain informed of any updates.

## 6. Financial implications

There are no financial implications in adopting this policy.

## 7. Risk and opportunity management

Risk	
Identify	Mitigation
Transparency and accountability	The policy and guidelines supports individual elected members, by providing clear guidance regarding the use of electronic and social media in the conduct of council business.
Council meeting its legal obligations.	The policy outlines the management of risks associated with electronic communications, supporting a consistent and compliant communications environment and ensures Council discharges its legislative obligations under the <i>State Records Act 1997</i> , <i>Freedom of Information Act 1991</i> and the <i>Independent Commissioner Against Corruption Act 2012</i> .

Opportunity	
Identify	Maximising the opportunity
Use of new technologies to communicate with the community.	Supports elected members to appropriately utilise new and emerging technologies to improve and expand the way they communicate with the community in a safe and informed approach.
Transparency	The policy also provides clear guidance to and certainty for members in relation to the expectations and requirements of them, in interacting with members of the community through electronic communication and social media.

## 8. Next steps

Should Council approve the Elected Member Electronic and Media Communication Protocol Policy, this will be updated and published on the Council's public website.

The Social Media Guidelines for Elected Members will be made available on the Elected Member website.

## 9. Attachments

Attachment 1 – Elected Member Electronic and Media Communication Protocol Policy (7 pages)

Attachment 2 – Social Media Best Practice Guidelines for Elected Members (37 pages)

- END OF REPORT -

POLICY– COUNCIL

# Elected Member Electronic and Media Communications Protocol Policy

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## 1. Document control

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<b>Stakeholders</b>	Communication and Engagement Elected members
<b>Reviewed by – name and position</b>	Sheryn McElligott, Acting Team Leader Civic Governance Jade Bird, Acting Manager Governance Sharon Mason, Chief Executive Officer
<b>Approved by</b> (document owner)	Council
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Electronic version on the intranet or website is the controlled version.

## 2. Preamble

The contents of and the commitments that Council makes in this Policy are not intended to be and should not be interpreted to be any more than a statement of the City of Onkaparinga's general position in relation to those matters, and to facilitate its aspirations wherever it is reasonable to do so.

## 3. Policy purpose

The purpose of this Policy is to provide Elected Members with guidance for appropriate use of our internal electronic communication systems in the conduct of Council business.

This Policy outlines the agreed protocols and legal considerations when engaging with the community through social media and traditional forms of media.

## 4. Scope

This Policy applies to Elected Members in their use of Council technology, equipment and services including council's corporate email system, use of their own personal social media when communicating as an Elected Member and when communicating as an Elected Member with the media.



## 5. Definitions

Electronic communication	<p>For example, includes but is not limited to:</p> <ul style="list-style-type: none"> <li>• Email</li> <li>• Mobile phones</li> <li>• Internet sites and pages</li> <li>• Electronic journals and texts</li> <li>• Social media</li> <li>• Discussion Forums</li> <li>• Electronic Newsletters</li> <li>• Cloud storage and file sharing/transfer</li> </ul>
Social media	means all current and future social media channels, digital platforms, online forums, or messaging apps where people can comment, view, contribute, create, forward, post, upload and share content.
External Media	means, for the purpose of this policy, the forms of media that include TV, internet, websites, radio and newspapers.
Council Business	means the provision of services, delivery of programs, development of policies, making of decisions, performance of Council functions and other similar types of transactions.
Official record	means a record made or received by the Council in the conduct of its business. This includes records made or received by an elected member in the conduct of the business of their office but does not include records that are merely transitory or temporary in nature or that are personal or private in nature.
Transitory record	means a record is transitory in nature if it is of little or no continuing value eg. (operational, informational, historical) to the Council and only needs to be kept for a limited or short period of time, such as a few hours or a few days.
Defamation	means to publish a statement which is or is likely to cause the ordinary, reasonable member of the community to think less of the targeted person or to injure that person in his or her trade, credit or reputation.
Material	means data, information, text, graphics, animations, speech, videos and music or other sound, accessible electronically, including any combination or selection of any of these.

## 6. Use of electronic communication policy

### 6.1 EMAIL

In 2014, the Ombudsman considered the matter of elected member emails and the use of private email addresses to carry out council business. The Ombudsman commented that the practice of using private email addresses for Council business was contrary to good record-keeping practice.

The Independent Commissioner Against Corruption, stated publicly on 22 March 2017 that 'the use of private email accounts for official business *"might amount to corruption"*, as that term is defined under the *Independent Commissioner Against Corruption Act 2012* ("the ICAC Act")'.

Council email addresses are provided to all elected members for the purpose of carrying out Council related business and the Council email addresses must be used by members for all Council related business.

### 6.2 CONFIDENTIAL MESSAGES

Care should be taken when sending messages or information electronically as messages may be intercepted, forwarded or otherwise transmitted to someone other than the intended recipient.

Accordingly, elected members are advised to be very cautious about committing totally private, sensitive or confidential messages to electronic communication.

### 6.3 SOCIAL MEDIA

Council Member engagement through **their own** social media **can** enhance communication between the City of Onkaparinga's elected representatives and its residents and other stakeholders.

If an elected member wishes to manage their own social media presence, they should include a disclaimer on their site/page that states the views portrayed are their own, and do not necessarily represent the position of the Council. It is recommended that elected members create a separate 'Councillor' page (e.g., "Mayor/Councillor") to use for council business in an official capacity. **This approach ensures a clear distinction between personal opinions and council communications.**

**Council approved electronic templates, as included in the Elected Member Allowance Benefits and Support Procedure, ie Thank You and Listening Post templates are excluded from this policy and may be used on elected members own social media accounts for the purposes of discharging official functions and duties.**

All engagements in social media should ensure that the content of any interaction:

- is accurate e.g. factual information about a particular council matter or service;
- is factually correct and complies with council policies;
- does not breach any confidentiality requirements
- does not make an official announcement unless you are authorised to do so;
- does not defame any person;
- ensures that personal comment on Council decisions and other matters, clearly indicate that it is a personal opinion.
- provides information which generates community trust and confidence in the Council
- deals with information received in their capacity as Council members in a responsible manner.



## 6.4 SECURITY AND ACCESS

Elected members are required to ensure that all passwords, accounts, software and data are adequately protected.

Elected members must not:

- share their council related passwords with another person;
- allow another person to access any council network;
- breach or attempt to breach computer or network security measures.

Forced password changes are built into the Council system and individuals are responsible for the security and ensuring regular changing of their password(s).

## 6.5 UNLAWFUL ACTIVITIES

Elected members are not to access, **publish**, like, share or send material that is prohibited, **illegal** or potentially prohibited, provocative, offensive, abusive, sexist, racist or pornographic. This includes not forwarding to others any material/content of this nature that is received.

It is considered unacceptable to create, share, endorse send or forward content material or comments that:

- contains threats of violence or other unwelcome or harassing behaviour;
- contains personal opinions that may be considered defamatory or derogatory about other elected members and/or staff of the City of Onkaparinga and/or members of the community;
- may breach the Code of Conduct for Council Members;
- breaches any legislation or any Council policy;
- promote illegal activities.

## 6.6 ACCESS AND DISCLOSURE

Elected members should be aware that **electronic** communications, even if expressed to be confidential, may have to be disclosed in court proceedings, Freedom of Information requests, or investigations by the Ombudsman or Independent Commission Against Corruption. It may be necessary for relevant staff to access and/or disclose electronic information and communications to comply with a legislative obligation or upon appropriate formal request (e.g. Code of Conduct investigation).

The elected member and the Chief Executive Officer will be notified if records are to be accessed by staff unless there is a duty of confidence (e.g. Independent Commission Against Corruption Investigation).

Official records whether paper or electronic belong to the Council not the elected member.

## 6.7 DEFAMATION

For the purpose of defamation law, publication' is very broad and includes any means whatsoever that we use to communicate with each other, including social media and email. A statement made electronically is, by its very distribution, published. A statement is also published if it is simply received electronically and forwarded electronically. The Council is at risk of being liable for any defamatory material stored, reproduced or transmitted via any of its facilities. Likewise, elected

members may also be liable in their personal or professional capacity as a consequence of any defamatory material published via email or on their social media channels. Elected members should be aware that they may be held to have published defamatory material in circumstances where they permit a defamatory publication to be made and remain, on their social media pages.

## 6.8 COPYRIGHT

Not all information on the Internet is in the public domain or freely available for use without proper regard to rules of copyright. Much of the information is subject to copyright protection under Australian law. Elected members are required to make themselves aware and abide by relevant provisions of the *Copyright Act* as they apply to sharing of content on social media and should ensure that no copyrighted or trademarked material is published on their Council related social media pages without the permission of the creator or copyright owner.

Any material reproduced outside permitted uses or without the permission of the owner on social media pages related to the Council may be unlawful and may result in legal action against the elected member and the Council.

## 6.9 RECORDS MANAGEMENT

All emails, letters and attachments that concern council related matters are regarded as official records and belong to the Council.

Elected members shall ensure that official records in any format outside of transactions occurring in the Council's corporate email system are forwarded to the Information Governance team to be captured into council's records management system in accordance with the *State Records Act 1997*.

# 7. Media communication protocols

Media is an important source of information for the community and can assist the Council in its leadership and advocacy role. It is the policy of the Council to communicate openly and honestly with the media in order to maintain its commitment as an open and accountable organisation.

The Mayor and the Chief Executive Officer (CEO) are exclusively authorised to speak publicly on behalf of the Council.

Enquiries relating to corporate or operational matters are usually responded to by the CEO or appointed delegate, depending on the issue.

Enquiries relating to a Council decision or policy matter before Council on which a decision is pending, are usually responded to by the Mayor, depending on the issue.

Certain issues may require a response from both the organisation and the Mayor. The CEO, in consultation with the Mayor, will determine if this is necessary.

The CEO may delegate the authority to another staff member to speak on behalf of the organisation. The Mayor is the legislative spokesperson for Council. The Deputy Mayor when acting in the role of Mayor assumes the position of spokesperson for Council.



Elected members may make public comment on their own point of view. If an elected member intends to speak or write to the media or speak publicly it is requested that they:

- advise the Mayor and the CEO of their intention to make comments to the media, or as soon as practical after the media contact (if it was not possible before making comments), to ensure the organisation is informed of the information provided to the media
- ensure they make it very clear that they are expressing their own point of view and not speaking on behalf of the Council
- ensure that their comments are not vexatious or defamatory
- ensure that the comments are reasonable, just, respectful and non-discriminatory to others
- ensures that the information they intend to provide promotes trust and confidence in the Council and its decision making processes
- ensure that the information they are providing is informed and factual
- do not provide confidential or embargoed information to the media, community or any other unauthorised person.

These provisions do not and are not intended to curtail or restrict in any way the rights of elected members to express their personal views in public, provided that care is taken not to convey the impression that such views are made on behalf of the Council.

## 8. Relevant legislation and references

State Records Act 1997

Local Government Act 1999

Local Government (General) Regulations 2013

Elected member allowance and benefits procedure

Behavioural Standards for Council Members

Code of Practice – proceedings of meetings

Caretaker Policy 2022

Council Privacy Statement

Social Media Best Practice Guidelines for Elected Members

## 9. Further information

It is also available for inspection, downloading or printing from our website

[www.onkaparingacity.com.au](http://www.onkaparingacity.com.au).

# SOCIAL MEDIA GUIDELINES

## FOR ELECTED MEMBERS

Elected members can use this quick reference guide to better understand the recommended approach to social media to maximise the opportunities, manage the risks, and comply with council's code of conduct.

### Where can I find this document?

The document is stored on the [elected members' section of our website](#) – accessible via secure log-in only.

### Who is this document for?

This guide is only intended for elected members (i.e. the mayor and ward councillors).

Other guides are available on Compass for staff.

You can browse or search this document to find answers to social media questions that are related to your council role.

Elected Members who choose to establish or maintain social media accounts are responsible for familiarising themselves with, and complying with, the applicable rules, terms and policies of each platform they use. As these requirements may be amended from time to time, Members are responsible for ensuring they review and remain informed of any updates.

For further information about your social media obligations and guidelines, please refer to the EM Electronic and Media Communications Protocol Policy, Communications – Information Sheet and the Social Media Guidelines for Elected Members which are available on the [Elected Member website](#).

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**Please note:** Social media changes fast and this document will need to be updated frequently to ensure the advice is up-to-date. Please refer to the Elected Members website for the latest version.

# 1. Benefits

Council's social media pages are considered a 'council resource', while elected members social media accounts are their own. Council staff and resources are not used to manage elected member's social media accounts.

## Why does council have social media pages?

Social media is a powerful, immediate and cost-effective tool for reaching people who live, work, play, study, visit and invest in the City of Onkaparinga.

Our community expects to be able to connect and interact with local government via social media to remain up-to-date with council news, discuss issues, suggest ideas, provide feedback, and request services and information.

They expect council to deliver transparent and accountable information in clear, accessible, and timely ways.

## What is the benefit of individual elected members having a social media page/s?

Elected members have the option to create and manage their own social media pages as a tool for communicating with the public.

There is a large local audience, ready to listen and engage with you on social media.

Due to widespread internet access, the number of Australians that use social media has climbed to 21.30 million in 2025.

Elected members can use their own social media to:

- build connection and trust
- profile your activities
- share local news
- increase awareness of council's events, programs and initiatives
- be more accessible to your community in a way that is convenient for them
- listen and detect emerging community issues
- gather feedback and input from your community
- gauge community sentiment
- clarify misconceptions
- participate in conversations
- represent your ward in a professional manner.



## Do all elected members need to manage a social media page?

No. It is not compulsory for elected members to manage a social media page to conduct council business, and some choose not to use one.

## Which social media channels does the council administration use, and why?

Channel	Comments
All social media platforms	We adopt best-practice representation of council on social media that is ethical, respectful, legal, inclusive, accessible, transparent and instils confidence, reflecting the best interests and values of the community. Our social media advisor makes recommendations about which channels will most effectively reach our target audience and specific interest groups within our community. Examples include youth, arts, libraries, tourism, sustainability, and recreation.
Facebook	Council uses Facebook as a cost-effective marketing and communication tool to keep our community informed, promote programs, news and events, correct misconceptions and gauge community sentiment. Direct messaging via Facebook Messenger is a convenient way for our customers to request service, seek information and provide feedback 24 x 7. Elected members can set up an automated response in their Facebook inbox that links customers to the <a href="#">‘contact us’ web page</a> to request a service, report an issue, or email a general enquiry to council. <a href="https://onkaparingacity.com/contact-us">https://onkaparingacity.com/contact-us</a>
Instagram	Visually promotes the benefits of an Onkaparinga lifestyle to attract visitors, instill community pride (love where you live), and promote the <a href="#">#GoSouthGoLocal</a> campaign to support local businesses.
LinkedIn	Predominantly used for recruitment of staff and volunteers, and networking with local business through the <a href="#">Business Onkaparinga</a> program.

## 2. Social media role overview

**Elected members** manage their own social media pages and must abide by the legislated Behavioural Standards for Council Members.

**The mayor** is the (legislated) official spokesperson for council on both traditional media (i.e. newspapers, radio and television) and social media.

**The administration** provides guidance on best practice for consistent page naming to avoid confusion in the community, and suggestions to help maximise the benefits and minimise the risks of using social media as an elected member.

### 3. Page ownership

#### Can an elected member use their personal social media page for council business?

Channel	Comments
All social media platforms	The LGA recommends that you keep your personal and professional activity on social media separate by using a 'business' page that clearly identifies your role at council. If you manage other business pages or groups on social media, these should also be kept separate from your council account to avoid any conflict of interest.
Facebook	It is recommended that you use your personal Facebook profile to create a separate business page for professional use. You cannot create a business page without first having a personal profile.  While, Facebook now allows users to create separate profiles under their main account, a public, accountable page is still suggested as best practice for elected members.  <a href="#">Further information</a>
Instagram	On Instagram, you do not need to have a personal profile to create a business account. All accounts can be switched to either personal or business in the settings.
LinkedIn	On LinkedIn, your account is your professional profile that includes all your business-related activities.

#### Can a newly elected candidate use their campaign page for council business?

Channel	Comments
All social media platforms	Yes. Once elected, it is suggested that candidates rename their campaign page and username to reflect their current role at council during their term of office.

#### Can an ex-elected member continue to use their council (*councillor*) page?

Channel	Comments
All social media platforms	Yes. However, your council page name must always reflect your current role. It is suggested, after leaving office, that former elected members rename their council ( <i>councillor</i> ) page and username, and remove council roles and contact details, to avoid misleading the community.  If a Facebook page is no longer required it can be <a href="#">unpublished</a> , which removes it from public view but does not delete any content and followers. The dormant page can be republished at a later date, if required.

## Who owns and manages the elected members' social media page/s?

Channel	Comments
All social media platforms	<p>The mayor and ward councillors:</p> <ul style="list-style-type: none"><li>• own and manage their own pages</li><li>• create their own content</li><li>• share content from council's Facebook page and websites, or other trusted sources</li><li>• respond to public comments and private messages.</li></ul>

## Can a staff member be given admin access to an elected member's social media page?

Channel	Comments
All social media platforms	<p>No. Council staff cannot have log-in access or provide support to an elected member's own social media pages, as per council policies and procedures (Elected Member Allowances and Benefits Procedure and Elected Member and Communications Policy).</p>

## 4. Governance

As part of the Behavioural Standards for Council Members, elected members must act in a way that generates community trust and confidence in Council, provide accurate information, and take reasonable steps to avoid misleading the community or council.

Social media activity for elected members is governed by:

- The legislated [Behavioural Standards for Council Members](#)
- The *Local Government Act 1999* - Part 4 Member integrity and behaviour
- Elected member electronic and media communications protocol policy
- Legal requirements (including copyright, privacy, and defamation)
- [State Records Act 1997](#)
- Council policies
- Elected Member Allowances Benefits and Support Policy.



## Does the council administration have a Public Social Media Policy?

Channel	Comments
All social media platforms	<p>Yes. Our <a href="#">Public Social Media Policy</a> can be downloaded from our website. It comprises two sections:</p> <ul style="list-style-type: none"> <li>• Content policy – outlines the types of content council will and won't publish on our social media pages. This helps manage promotional requests from third parties.</li> <li>• Comment policy – outlines the community standards for interactions with our page by third parties and the consequences for policy breaches. This helps to moderate online behaviour to ensure our online community is a safe and welcoming space for people of all ages and cultures.</li> </ul>

## Where can I find the social media policies of each channel?

Channel	Links
Facebook	Meta <a href="#">Terms of Service, Data Policy and Community Standards</a>
	<a href="#">Meta Community Standards</a>
	<a href="#">Facebook Pages, Groups, and Events Policy</a>
	<a href="#">Meta Advertising Standards</a>
	<a href="#">Meta's policy for ads about social issues, elections or politics</a>
Instagram	<a href="#">Meta Community Standards</a>
LinkedIn	<a href="#">LinkedIn Professional Community Policies</a>

## 5. Page names

### Why is it important to keep my social media page name and username up-to-date?

It is important that our community know which social media page to tag and contact as their local representative at council. To avoid confusion in the community, it is recommended that there should never be a time when past and current elected members both have active social media pages.

Channel	Comments
All social media platforms	To avoid confusion in the community, it is important that both your username and page name be promptly updated to reflect your current role at council.



## What should I name my professional page during my term of office?

It is suggested that all elected members use standardised page naming to:

- present our elected members as a professional unified team that represents our community
- provide a cohesive experience for our customers
- make it easier for our community to search and find your page
- ensure people mention or tag the correct page.

The suggested page name format for current elected members is:

	Examples
Mayor	First name, Last name - Mayor, City of Onkaparinga (i.e. Joe Bloggs - Mayor, City of Onkaparinga)
Acting Mayor	Cr First name, Last name - Acting Mayor, City of Onkaparinga (i.e. Cr Jill Smith - Acting Mayor, City of Onkaparinga)
Deputy Mayor	Cr First name, Last name - Deputy Mayor, City of Onkaparinga (i.e. Cr John Lane - Deputy Mayor, City of Onkaparinga)
Ward Councillor	Cr First name, Last name - Ward name Councillor, Onkaparinga (i.e. Cr Jane Doe - Knox Ward Councillor, Onkaparinga)

## When do I need to change my professional page name and username?

As a priority, elected members are responsible for promptly updating both your social media page name and username to reflect your current role at council as soon as practical after the role change occurs.

	Recommendations
New Members	Once elected, you can update your page name and username to reflect your new role (e.g. Councillor or Mayor).
Active members	During your term, keep your page name consistent and update it if your role changes (e.g. Deputy Mayor or Acting Mayor).
Past members	<p>At the end of your term, remove your council title from your page name and username to avoid community confusion about the current representatives.</p> <p>At the end of your term, you can either:</p> <ul style="list-style-type: none"><li>• unpublish your page so that it is no longer visible to the public</li><li>• change the page name and leave it dormant</li><li>• change the page name and use it for another purpose.</li></ul> <p>If you choose to keep the page active, it is important that the page name and username be amended to ensure the community are aware that you are no longer their community representative at council.</p>

## Are there any restrictions on how frequently a page name can be changed?

Channel	Comments
Facebook	While you can request that Facebook change your page name, your request may be rejected if it does not comply with their policy.
Instagram	You may not be allowed to change your page's name if it was recently changed within the last fortnight.

## What is the difference between a page name and username?

Each page on a social media platform must have a unique username that is your profile 'handle' and forms part of the website URL for your page.

For example: @mayorjohnsmith = [www.facebook.com/mayorjohnsmith](http://www.facebook.com/mayorjohnsmith)

Your username does not have to be identical to your page name.

If the username you want is already in use, you will have to choose another relevant username.

Page names are not used as a unique identifier because there may be multiple people (or businesses) throughout the world with the same name. This means people could accidentally tag the wrong account if your page name does not clearly identify your role at council.

New Facebook pages are automatically created with a numeric username. However, if users leave their default username as numerals, the account is difficult to find, remember and tag. Once your page reaches 25 likes, it can be changed to a word-based username that reflects your name and role.

A short, relevant handle reads naturally in post captions, displays as a clickable link for people to visit your page, and ensures you receive notifications when you are mentioned.

## Further information

Channel	Links
Facebook	<a href="#">How do I change my Facebook Page's name?</a>
	<a href="#">How do I change my Facebook username?</a>
	<a href="#">How to edit my Page's category on Facebook?</a>

## 6. Page set up

### What contact details should I publish on my page?

Channel	Comments
All social media platforms	It is suggested that you only publish telephone numbers, email addresses and websites that are exclusively used for council business.
	<b>Examples</b>
Email address	<a href="mailto:firstname.surname@onkaparinga.sa.gov.au">firstname.surname@onkaparinga.sa.gov.au</a>
Phone number	The local phone number that the community can reach you on for council business.
Location	For your own privacy, it is recommended that you do not publish your home address. Instead geotag the map location of the council chambers (i.e. Ramsay Place, Noarlunga <b>Centre</b> , South Australia).
Website	Provide links to council website/s (optional) Do not publish web links to any personal, community or business websites on the social media accounts you use for council business.

### Which page category should I choose?

When you first create a Facebook page you will be asked to choose a page category.

This can be [edited later in your page settings](#). There is no limit to the number of times you can edit the category of your Page.

Channel	Comments
Facebook	To maximise engagement, it is recommended that you choose the 'public figure' page category. It is suggested that you avoid using the 'politician' category which may trigger restrictions in the algorithm – especially if campaigning at election time.
Instagram	A business account can be created without the necessity for a personal account.
LinkedIn	All LinkedIn accounts are used for professional/business networking.

### What profile image should I use?

Channel	Comments
All social media platforms	Recommend using the same professional head shot across all your social media channels for ease of recognition. Council's official elected member headshots are a council resource, and are not to be used on your personal social media.

### What cover image should I display?

Channel	Comments
Facebook and LinkedIn	Recommend uploading a suitable panoramic cover image that reflects your ward/region. Note: Check that the cropping of the image looks ok on both the phone app and desktop computer.



## 7. Conduct

Unlike other work practices, social media may be part of both your personal and professional lives. As an elected member, the legislated Behavioral Standards for Council Members apply to both your business and personal use of social media.

In a social media context this includes:

- Building community trust and confidence in Council
- Maintaining confidentiality and privacy
- Observing copyright regulations
- Respectful and appropriate behaviour, regardless of differences of views and opinions
- Decision making and conflict of interest
- Providing accurate information to the Council and the public at all times.

Online comments are available immediately to a wide audience. They effectively last forever and may be copied and shared endlessly and out of context.

As an elected member, your actions will be more closely scrutinised by the public and the media, this includes past and future social media posts. Even social media accounts that are clearly personal are not free from scrutiny, which is why it is advisable to consider using the privacy settings to keep personal social media accounts completely private.

When commenting on threads of conversation, it is recommended that you avoid arguing with someone over contrasting views or a difference of opinion. It is considered bad etiquette to insult other people because of their opinion. This behavior can result in you being banned from a social media page, group or the platform all together.

### Do I need to publish a disclaimer on my professional social media page/s?

Channel	Comments
All social media platforms	<p>Yes. It is recommended that a disclaimer be displayed on your social media page/s to clearly communicate that “the views expressed in my social media content and comments are my personal opinion, not the official position of Council”.</p> <p>During an election period, when a candidate publicly announces their intention to run in an election, they are required to publish an ‘Authorised by’ statement on their social media page/s that includes their name and a contact address.</p>

### Can I use my council (councillor) account to engage with other groups or content on social media?

Channel	Comments
All social media platforms	<p>Yes. However, be aware that your actions and words may result in reputation risks for yourself and/or council.</p> <p>For example: liking, sharing, or commenting on a post (or following another social media account) could be perceived to be endorsement of the content, author or page owner.</p> <p>Even a private message could be screen shot and shared publicly.</p>



## Further information

Review the Behavioural Standards for Council Members and the [Elected Member Electronic and Media Communications Protocol Policy](#).

## 8. Spokesperson

### Who is the official spokesperson for council?

Channel	Comments
All social media platforms	Section 58 of the Local Government Act 1999 sets out that the mayor is the principal spokesperson of Council. As per the Elected Member Electronic and Media Communications Protocol Policy, the mayor and chief executive officer (CEO) are exclusively authorised to speak publicly on behalf of the council. This means that the mayor will have a greater presence on council's corporate social media accounts than the ward councillors.

### Is media training required for the mayor?

Channel	Comments
All social media platforms	Media training is optional.

## 9. Privacy

Most social media channels have privacy settings that allow you to control who can access your personal page and the information you publish. However, **every post you publish on a professional page will be publicly visible** which helps you build your reach in the community.

Councils must comply with the Privacy Act 1998 (Commonwealth).

We have a duty of care to protect the privacy of our employees and a legal requirement to protect the privacy of the general public.

## How can we protect the privacy of elected members and staff on social media?

Channel	Comments
All social media platforms	<p>To protect <b>others'</b> privacy, it is recommended that you:</p> <ul style="list-style-type: none"> <li>• never use your personal social media profile to respond to comments on your professional social media page.</li> <li>• never tag the personal profile of another elected member.</li> <li>• never mention or tag the personal profiles of council staff in your social media posts or comments.</li> <li>• never publish photographs including children without prior written permission from the parents or school.</li> <li>• never publish photographs of people without their written permission.</li> <li>• never tag people in a photograph.</li> <li>• never publish anyone's phone number, home address, email address or child's name on a social media post or comment.</li> </ul>

## What do I do if someone publishes their phone number, email or address in a comment on my page?

Channel	Comments
All social media platforms	<p>To remove a privacy breach on your social media page, it is recommended that you:</p> <ul style="list-style-type: none"> <li>• take a note of the details.</li> <li>• delete the comment.</li> <li>• private message the person to let them know that to protect their privacy you have removed their comment and will be in contact.</li> </ul>

## 10. Security

### How do I keep my social media accounts secure?

Channel	Comments
Facebook	<p><a href="#">How to keep my Facebook account secure</a></p> <p>Set up <a href="#">two-factor authentication</a> for secure log-in to the platform.</p>
Instagram	<p><a href="#">How to keep your Instagram account secure</a></p> <p>It is recommended that you:</p> <ul style="list-style-type: none"> <li>• do not share your Instagram password with anyone else.</li> <li>• set up two-factor authentication.</li> <li>• make sure that the phone number and email associated with your account are up-to-date.</li> <li>• publish a photo of yourself on your page. This is important because video selfies may be required as proof of ownership if your account is hacked</li> <li>• <b>report content and accounts you find questionable</b></li> <li>• <b><a href="#">review your security settings.</a></b></li> </ul>

## How do I recover my account if it has been hacked?

To regain access to your account, it is important that you act quickly to change the password.

Channel	Links
Facebook	<a href="#">Report a hacked Facebook account</a>
Instagram	<a href="#">Report a hacked Instagram account</a>
LinkedIn	<a href="#">Report a compromised LinkedIn account</a>

## 11. Risk management

Elected members are legally responsible for third-party public comments on their social media accounts and should promptly remove any material that is defamatory, obscene, racist, sexist, or offensive. Refer the Community Moderation section for further information.

### What types of risks do elected members need to effectively manage on social media?

Using social media can mean:

- dealing with negative feedback
- being the target of community campaigns and lobbying
- attracting media and public scrutiny
- confusion among the community about comments made by individual elected members perceived as representing the views of Council.

Channel	Comments
All social media	<ul style="list-style-type: none"><li>• Legal risks Defamation, copyright, removal of illegal content by third parties</li><li>• Statutory risks Electoral commission</li><li>• Public relations risks Reputation, sentiment, <b>misinformation</b>, profanity filters</li><li>• <b>Cyber-bullying</b></li><li>• Privacy and confidentiality risks</li><li>• Platform policy risks</li><li>• Security risks Cyber-hacking or cloned account</li></ul>



## 12. Corporate records

Social media posts, comments and messages are classified as official public records from a record keeping legislative requirement because they are a communication between a public official or office and the public.

Archiving social media and electronic records is compulsory because both councils and their elected members must comply with the *State Records Act 1997 (SA)* and the *Freedom of Information Act 1991 (SA)*.

### Why do we recommend automated archiving software?

Channel	Comments
All social media platforms	<p><b>Manual capture</b></p> <p>It is untenable to achieve compliance via manual screen capture uploaded to council's record management system because social media records can change from minute to minute with an edit, a new comment, a deletion, a change of image or any number of updates.</p> <p><b>Automated capture</b></p> <p>Automated archiving software captures and preserves your social media records in a way that is fully compliant with record keeping legislation. The 'set and forget' software saves significant time and staff resources.</p>

### How do we comply with the State Records Act regarding social media?

Channel	Comments
All social media platforms	Elected members can utilise council's subscription to an Australian, third party software called <a href="#">Brolly</a> that automatically captures social media pages to ensure compliance with the State Records Act. The software captures posts, public comments and private messages across multiple channels including Facebook, Instagram, LinkedIn and YouTube. Original, edited and deleted records are captured. It also captures screen shots of the web pages that the social media post linked to.

### Why was Brolly chosen as the provider of the software?

Channel	Comments
All social media platforms	Council data must be stored on Australian soils. Brolly is 100% Australian owned and operated and has a proven track record of servicing local, state and federal government customers in Australia.

### Can the records be archived retrospectively?

Channel	Comments
All social media platforms	Yes. When you connect your <b>social media</b> account, you will be asked to choose the date you wish to commence archiving. It is recommended that you choose the date you were elected. Alternatively, you can choose to archive back to when the social media account was first created.



## Will my personal profile or other business pages or groups be archived?

Channel	Comments
All social media platforms	No. It is only necessary to archive the professional social media pages you use for council business.

## Does the archived information remain private?

Channel	Comments
All social media platforms	As public records, archived Brolly results can be searched and printed as a report in response to Freedom of Information (FOI) requests from the public.

## How do I link my social media accounts to Brolly?

Channel	Comments
All social media platforms	Watch a <a href="#">one-minute-video</a> to learn how to link your social media accounts to Brolly to start archiving your official social media records safely and securely.  The set-up is easy but can only be actioned by yourself as the owner of the social media account or a person you have granted page role access.

## How do I re-link my social media account to Brolly if it becomes disconnected?

Channel	Comments
All social media platforms	You will receive an automated email if your social media account becomes disconnected from Brolly with simple instructions about how to log-in and reconnect your social media account/s.

## Further information

Please visit the [Brolly](#) website:

- for answers to common questions
- to watch a one-minute video to learn how to start archiving your official social media safely and securely. For further information about Brolly please download this fact sheet (link pending).

## 13. Branding

### Can I use council branded material on my social media page/s?

Channel	Comments
All social media platforms	It is recommended the council logo or branding should only be used when: a) sharing a post from one of council's official social media pages, where that post includes branding or the logo. OR b) if the elected member is serving in an official capacity as a designated spokesperson of council (i.e. the Mayor serving in their capacity as official spokesperson of council, or if the Mayor has temporarily delegated that responsibility to another elected member).

### Can I use council's logo and branding when campaigning for a local election?

Channel	Comments
All social media platforms	No. Council's Caretaker Policy states that council resources are not to be used by candidates for the purpose of gaining re-election. During the caretaker period, council logos or branding must not be displayed on elected member pages or posts because election advertising rules apply.

### Can I use council's logo and branding on my personal social media account?

Channel	Comments
All social media platforms	No. It is important to differentiate between your personal and professional accounts on social media. It is therefore suggested that you do not use any council branding or identify yourself as an elected member on your personal social media account.

## 14. Community values

### How do we ensure that our social media pages are a safe and welcoming space for people of all ages and cultural backgrounds?

Channel	Comments
All social media platforms	Daily moderation of a social media page is recommended to ensure that online communities are safe, respectful and welcoming places. Please refer to our <a href="#">Public Social Media Policy</a> for details.

## 15. Etiquette

Often behaviour that is interpreted as rude or offensive is unintentional.

To avoid causing unintended offence on social media, it is recommended that elected members:

- become familiar with social media etiquette

For example: WORDS WRITTEN ENTIRELY IN CAPITAL LETTERS ARE INTERPRETED AS SHOUTING AND IS CONSIDERED RUDE.

- are aware of cultural differences

For example: what is perfectly reasonable to one culture can be highly inappropriate to another

- use inclusive language that does not alienate people

For example: recognising the diversity of gender and sexuality

- respect protocols for commemorative days including war remembrance.

### Further information

Please refer the following pages for further information about etiquette for war remembrance, inclusive language, and Kaurua cultural respect.

## 15.1 Etiquette – war remembrance

### How do we show respect on Anzac Day and Remembrance Day?

Channel	Comments
All social media	<p>The following guidelines are recommended:</p> <ul style="list-style-type: none"><li>• On Anzac Day and Remembrance Day, only publish relevant, honouring content about war remembrance.</li><li>• Refer to the RSL website and social media pages for the most appropriate wording, imagery and hashtags to use.</li><li>• Use the word commemorate. Never use the word celebrate.</li><li>• Halt all paid advertising on Anzac Day and Remembrance Day.</li><li>• Text captions can include the words “We remember them” or “Lest we forget” which is a symbol of commemoration and means ‘it shall not be forgotten’.</li><li>• Images of a red poppy <b>are</b> a symbol of war remembrance throughout the world.</li><li>• The Anzac Day hashtags: #AnzacDay or #AnzacAtHome</li><li>• The Remembrance Day hashtags: #WeRememberThem or #LestWeForget</li></ul>

## Further information

Day	Dates
Anzac Day	<ul style="list-style-type: none"> <li>25 April – national public holiday</li> </ul> <p>A day of national remembrance, commemorated with a dawn service, that marks the anniversary of the first major military action fought by Australian and New Zealand forces during the First World War.</p>
Remembrance Day	<ul style="list-style-type: none"> <li>11 November</li> </ul> <p>On the 11th hour on the 11th day of the 11th month, a minutes' silence is observed and dedicated to those soldiers who died fighting to protect the nation.</p>
Day	Web links
Anzac Day	<a href="#">Returned Services League (RSL) South Australia</a> <a href="#">Australian War Memorial – Anzac Day</a>
Remembrance Day	<a href="#">Australian War Memorial – Remembrance Day</a>

## 15.2 Etiquette – inclusive language

### What does LGBTQIA+ stand for?

LGBTQIA+ is an inclusive acronym that includes people of diverse genders and sexualities, such as lesbian, gay, bisexual, transgender, questioning, queer, intersex, asexual, and pansexual.

### How do we show respect for the LGBTQIA+ community?

Channel	Comments
All social media platforms	<p>The following guidelines are recommended:</p> <p>We do not assume a person is heterosexual.</p> <p>We understand that gender, sex and sexuality are all separate concepts.</p> <p>We are mindful that LGBTQIA+ terminology is diverse and constantly evolving.</p> <p>We respect that being LGBTQIA is not a preference or a lifestyle choice.</p>

### How should I use pronouns?

Gender pronouns (i.e. he, she, they) are used in language all the time when we refer to ourselves or other people.

Everyone has a gender identity, and most of us have specific pronouns we'd like people to use when we are being referred to.

Examples of pronouns you might use to refer to others are:

- he/him/his (for someone who might identify as male)
- she/her/hers (for someone who might identify as female)
- they/them/their (for someone who might not identify strictly as male or female, these pronouns are considered 'gender neutral'; also used when referring to multiple people).



## Further information

Day	Links
Pride Month (June)	Every June, Pride Month celebrates the diversity of the lesbian, gay, bisexual, transgender, and intersex community. It's a time to reflect on just how far civil rights have progressed in half a century and an opportunity to raise awareness and encourage inclusiveness.
Inclusive language guide	<a href="https://www.vic.gov.au/inclusive-language-guide">https://www.vic.gov.au/inclusive-language-guide</a>
Gender inclusive pronouns	<a href="https://students.mq.edu.au/_data/assets/pdf_file/0008/1294712/A-guide-to-language-and-pronouns.pdf">https://students.mq.edu.au/_data/assets/pdf_file/0008/1294712/A-guide-to-language-and-pronouns.pdf</a>

## 15.3 Etiquette – Kaurana cultural respect

### How do we show cultural respect for the First Nation people?

The City of Onkaparinga acknowledges the Kaurana Nation as the traditional custodians of the Onkaparinga region and acknowledges their continuing spiritual, cultural, social and economic connection to Country here. More broadly, we acknowledge the traditional custodianship of Aboriginal and Torres Strait Islander people and the connection of their many local Nations to Australia's lands and waters.

We respect and honour Aboriginal and Torres Strait Islander Elders past, present and emerging. We acknowledge the stories, traditions and living cultures of Aboriginal and Torres Strait Islander peoples on this land and are committed as an organisation to building a brighter future together here in Onkaparinga. This commitment is carried within our [Reconciliation Action Plan](#).

Some topics may be sensitive or even controversial for First Nations People and their supporters, so particular care should be taken before publishing on social media.

Channel	Comments
All social media platforms	<p>Only publish photos of the smoking ceremony at council events with talent consent permission.</p> <p>Protocols of bereavement may prohibit publishing the name or images of a deceased Aboriginal or Torres Strait Islander person without the permission of their family. Always include an Indigenous content warning where appropriate:</p> <p>‘Aboriginal and Torres Strait Islander peoples should be aware that this [website] contains images, names and voices of deceased persons.’</p> <p>The following guidelines are recommended:</p> <ul style="list-style-type: none"> <li>• whenever mentioning European settlement, always acknowledge the longer First Nations history and ongoing living culture.</li> <li>• whenever using images that depict the Australian flag, always also use the Aboriginal flag (and also the Torres Strait Islander flag if possible).</li> <li>• replace the word ‘our’ with ‘the’ when referring to Onkaparinga’s city/region/land/environment/coast/beaches/parks etc because the word ‘our’ can inadvertently imply corporate/cultural ownership rather than the collective ownership, appreciation and enjoyment intended.</li> <li>• give careful consideration before publishing on the following topics as they can be divisive and/or may trigger painful memories for First Nation Peoples and their supporters: <ul style="list-style-type: none"> <li>○ Australia Day*</li> <li>○ royalty (e.g. Queen, King, Crown, monarch)</li> <li>○ colonisation</li> <li>○ republic.</li> </ul> </li> </ul> <p><i>* For many First Nations peoples and their supporters Australia Day represents the British occupation of ‘First Nation Peoples’ land. By many, 26 January is considered ‘Invasion Day’ or ‘Survival Day’. Refer to the Australians Together link below for more information.</i></p> <ul style="list-style-type: none"> <li>• National Sorry Day is a day to acknowledge the strength of Stolen Generations survivors and reflect on how we can all share the healing process for our people and nation. To avoid misunderstandings, be aware that ‘sorry’ does not mean an apology. To First Nation Peoples it is the collective process of grief and loss that families and communities go through as a shared sorrow (i.e. <a href="#">sorry business</a>). The call for this day of remembrance and its title came from Stolen Generation survivors themselves. It is a day to remember and honour them.</li> </ul>

## Further information and resources

Date	Links
General	<a href="#">Reconciliation Australia</a> <a href="#">Significant dates for First Nation Peoples</a>
26 January	Australia Day (national public holiday) <a href="#">Australians Together</a> – A valuable resource that helps to unpack the complexities surrounding Australia Day.
26 May	National Sorry Day
July	<a href="#">NAIDOC Week</a>

## 16. Accessibility

### How do we make our social media content more accessible to everyone?

For example: people with colour blindness, hearing or sight impairment

Channel	Comments
All social media platforms	<p><b>Sound</b> – Subtitles (e.g. closed captions) are recommended because most people watch social media video content with the sound muted. People can change their phone or app settings to display auto-generated captions for video content. Subtitles may also be uploaded as a (.SRT) file for increased accuracy.</p> <p><b>Vision</b> – By using alternative text (alt-text) to describe images in social media post captions, people with vision loss can use voice-over screen readers to understand our visual content.</p> <p>It is recommended that you don't repeat the same text in the caption and alt text. Otherwise a person listening to the page hears the same information twice.</p> <p><b>Colour blindness</b> – You can upload an image to a <a href="#">colour blindness simulator</a> to check how the image would appear under the four categories of colour blindness: deutan, protan, tritan, and black/white.</p>
Facebook	<p>Facebook auto-generates captions for all uploaded videos so text can be read on screen with the sound muted.</p> <p>For images, you can select 'edit image' to locate the place where the AI-generated 'alternative text' can be edited and saved.</p>
Instagram	<p>Instagram has a creative alt text feature for stories. Once you have taken a video on stories, you can access a sticker called 'captions' to auto-generate captions. For images, go to Advanced Settings &gt; Accessibility &gt; Write Alt Text. Also, consider the use of Instagram's 'speech to text' feature for live videos.</p>
LinkedIn	<p>On LinkedIn, the option for adding alt text is immediately visible once you upload the image. The character limit for alt text is 300. This allows members using voice-over screen readers to understand what's in the image (alt-text won't be visible to members not using screen readers).</p> <p><a href="#">Adding alternative text to images for accessibility</a></p>



YouTube	YouTube has the option to add subtitles under video elements. This feature will only work if you select the language of the video.
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## Further information

Tug Agency – [Social media accessibility : A guide to alt text on social media](#)

Harvard University – [How to write good alt text to describe images](#)

Australian Government Style Manual – [Alt text, captions and titles for images](#)

Media Access – [Social media for people with a disability](#)

Pilestone – [Colour blindness simulator](#)

# 17. Content and copyright

## What types of content should I share on social media?

Channel	Comments
All social media platforms	Elected members can share content using the 'share' function of the social media channel, or publish photos and videos accompanied by a short caption and a link to a website. The City of Onkaparinga uses the brand hashtag #Onkaparinga on every social media post.
Facebook	It is recommended that you only share relevant Facebook posts or web pages from trusted sources such as: <ul style="list-style-type: none"> <li>• City of Onkaparinga</li> <li>• Local, state or federal government.</li> </ul> <p><b>Avoid posting YouTube links on Facebook. Facebook favours video files uploaded directly to its platform, boosting reach and engagement since users don't have to leave to watch a YouTube video link.</b></p>
Instagram	You can share relevant Instagram posts to your Instagram stories. Use Instagram stickers on your 'story' to add a clickable link to a website. Use the #Onkaparinga hashtag and geotags that relate to your region to get found by more local people on a global platform. Use the hashtag #GoSouthGoLocal to support local businesses. Use the hashtag #ValeAndCoast to reach visitors and support tourism.
LinkedIn	You can share relevant LinkedIn posts or web pages from trusted sources with your own caption.

## Can I use a photo or image I found on the internet?

Channel	Comments
All social media platforms	No. It may be an unlawful copyright breach to download or screenshot images from the internet and then upload them as our own content on social media.



## Where do I source images from?

Channel	Comments
All social media platforms	<p>It is suggested that you:</p> <ul style="list-style-type: none"><li>take photographs yourself using a smart phone or camera.</li></ul> <p>Note: It is recommended that you seek a signed talent release from the people you photograph unless captured in a crowd at a public place or event.</p> <ul style="list-style-type: none"><li>seek permission from the copyright owner to share their image.</li><li>use a free stock library to source royalty-free images.</li></ul>

## Do I need to include an image credit for the photographer and artist/author of the work?

Channel	Comments
All social media platforms	Yes. To comply with intellectual property rights and copyright laws, the creator of the work has the moral right to attribution even if they have granted paid or unpaid permission for you to share or reproduce the image.

## Don't I own the image if I commissioned and paid the photographer?

Channel	Comments
All social media platforms	No. The copyright remains with the creator of the work unless they assign you an unlimited license to reproduce the work without limitations.

# 18. Competitions

Our Public Social Media Policy states that council does not publish or share 'competitions that are non-compliant with state lottery regulations and/or the social media platform's competition rules.'

## Can I run a competition and promote it on social media?

Channel	Comments
All social media platforms	<p>If your competition is a 'game of chance' (rather than a game of skill) you may be required to get a permit or licence under the Lotteries Act.</p> <p>It is important to be transparent with our community about who is supplying or paying for the prize.</p>

Facebook	<p>Facebook has rules about promoting competitions on their channel. You must:</p> <ul style="list-style-type: none"> <li>include the rules and eligibility requirements of your competition in your post <b>or include a link to a website where they are displayed</b></li> <li>apply for any relevant licences or permits for your competition</li> <li><b>mention</b> the prize</li> <li>include a disclaimer that <b>releases Meta, Facebook and Instagram</b> from any legal liability</li> <li>do not ask people to share the competition post to enter or get additional entries</li> <li>do not ask people to tag others to enter the competition.</li> </ul>
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## Further information

	Comments
Trade promotions for business	<p>A trade promotion is a lottery to promote the sale of goods and services. The winners must be determined by a drawing or by chance.</p> <p><a href="#">Running a trade promotion</a> in South Australia</p>
Lotteries Act 2019	<a href="#">Download the Lotteries Act 2019</a>
Lotteries Regulations 2021	<a href="#">Download the Lotteries Regulations 2021</a>

## 19. Endorsement

The simple act of liking a social media post, comment or page, or sharing third-party content, may be perceived by the public as council endorsement of the content, statement and/or author.

In addition, posts that promote a single business may create:

- the public perception of 'council favoritism' especially amongst rival business competitors
- expectations of 'free advertising' from other businesses.

It is therefore recommended that elected members remain fair, equitable, and impartial when publishing social media content that could be perceived as endorsement of one business, club, **charity**, or association over others in our region.

The City of Onkaparinga supports local business through our Business Onkaparinga program, Onkaparinga Business Awards, and Go South Go Local campaign. We provide a business advisory service, grant funding, and events.

## Can I recommend or promote a local business on my social media channel?

Channel	Comments
All social media platforms	<p>It is recommended that elected members do not promote or endorse specific commercial services, products and events which favour one business over other local businesses – even if they have successfully delivered a project, service or products for council.</p> <p><b>Instead</b>, it is recommended that social media posts focus on a local business precinct or industry that will raise the profile of multiple local businesses.</p> <p>It is suggested that promotion be limited to:</p> <ul style="list-style-type: none"> <li>• campaigns that encourage people to support local business</li> <li>• featuring grant recipients or award winners from our Business Onkaparinga program</li> <li>• recruitment opportunities at council or external opportunities that may have a significant impact on our local economy or communities. (i.e. an employer recruiting for many jobs, not a single position vacancy)</li> <li>• public recognition of achievements and awards presented to council and/or its citizens, businesses, or community groups.</li> </ul> <p>A local business can be attributed and tagged in the image caption if they are the copyright owner of the image shared in the post.</p> <p>Note: Permission to share the image must first be sought from the copyright owner.</p>

## Further information

	Links
Business Onkaparinga	<a href="#">Business Onkaparinga</a>
Go South Go Local	<a href="#">Go South Go Local website</a>
Public Social Media Policy	<a href="#">Public Social Media Policy</a>

## 20. Council elections/caretaker

### At Council election time, how do we manage social media during the caretaker period?

Local Government elections are conducted every four years by the Electoral Commission South Australia (ECSA).

All councils must adopt a Caretaker Policy which sets out the conduct of the Council and its staff during the election period.

The caretaker period commences at close of nominations and ends at conclusion of the election.

Caretaker provisions **ensure** that elected members do not have an unfair advantage over other candidates.



Council members considering re-nominating for re-election should read and comply with the Caretaker Policy to minimise risk of legal liability or suggestion of unfair advantage.

Channel	Comments
All social media platforms	<p>The Electoral Commission of SA and Local Government Association of SA provide a candidate handbook in the nomination kit which provides clear guidelines about the use of social media during Council elections.</p> <p>It is suggested that all candidates considering nominating for local government elections also download the <a href="#">Make a Difference booklet</a>.</p> <p><b>Standing for re-election</b></p> <p>Once an elected member has announced their candidacy, they may choose to use their elected member professional social media page as their campaign page and must display an 'Authorised by' disclaimer with their name and contact address on any electoral material, <b>social media posts or comments</b>.</p> <p><b>Elected members, when standing for re-election may consider:</b></p> <ul style="list-style-type: none"> <li>renaming your elected member professional social media account to communicate your candidacy.</li> <li>an 'Authorised by' disclaimer must be published on your candidate professional social media account/s with your name and contact address.</li> <li>all electoral statements <b>and comments</b> published on other social media pages and groups must be authorised with your name and contact address.</li> <li>for full disclosure, do not use your personal social media profile for campaigning. On Facebook, it is recommended that you switch to your candidate professional account before publishing on other pages and groups. If a group requires you to use your personal profile, it is recommended that you tag your candidate professional account in campaign posts and comments.</li> <li>election candidates may share council's social media posts or website links to publicly available information in their social media posts.</li> <li>no council logos or branding can be displayed on candidate's social media pages or posts.</li> <li>photographs, videos or other social media content cannot be supplied by the council administration to an elected member as these are council assets.</li> <li>election candidates must refrain from posting on council's social media pages during caretaker.</li> <li>public posts or comments published on council's social media pages by election candidates will be deleted.</li> </ul>



## At election time, how do we manage social media if an elected member is campaigning for a role in state or federal government?

Channel	Comments
All social media platforms	<p>Any elected member running in a state election must take a leave of absence during the election period.</p> <p>It is suggested that elected members who are state or federal election candidates communicate how they intend to manage their elected member role during their campaign and may consider introducing their acting replacement to the community through their social media page/s.</p> <p>Alternatively, an elected member's Facebook account can be temporarily set to an unpublished status until the outcome of the election is confirmed.</p> <p>To avoid community confusion, it is recommended that elected members change their social media page name/s to reflect their current role at Council (e.g. Acting Mayor or Deputy Mayor).</p>

## 21. Interaction with Council pages and content

### Can I share a Council posts to my page?

Channel	Comments
All social media platforms	<p>Yes. Elected members are encouraged to share content from the official City of Onkaparinga social media accounts to their pages to help spread the word to your followers. Any updates to the original post content will automatically be reflected on your shared post.</p>

### Can I copy Council content to publish to my own page?

Channel	Comments
All social media platforms	<p>Council resources, including council's logo are not available to elected members for use in creating their own content, or for use in isolation on their own social media accounts.</p> <p>Please note: if you copy and paste content from the official City of Onkaparinga page to create your own post, there is a risk that if the original post content is updated or edited your post will not be amended. This could result in your page displaying inaccurate or incomplete information to your followers.</p>

### Can I publish a public comment on Council's social media pages?

Channel	Comments
All social media platforms	<p>Yes, except during the caretaker period</p>

## Why don't staff tag elected members in council posts?

Channel	Comments
All social media platforms	<p>Staff must not tag an elected member in any social media posts. They will mention an elected member's name in the post caption, if their photo appears in the social media post, but will not tag their social media account. This means you will not receive a notification that you have been mentioned.</p> <p>Council must remain impartial and treat all members equitably. This means it cannot support or promote elected members' social media pages, including increasing their follower growth, amplifying their content reach, or providing endorsement that could unfairly advantage one member over others, particularly in the lead up to an election when caretaker applies.</p>

## Why don't council staff share my posts or engage with my comments?

Channel	Comments
All social media platforms	Sharing an elected member's social media content could unfairly advantage one elected member over others—by boosting its reach and impact, and growing their audience and followers, especially compared to those elected members without a social media presence. Tagging an elected member's account would direct the viewing public to their social media page. In addition, if council interacts with an elected member's content or public comments, this could be perceived as endorsement or acknowledgement.

## 22. Community moderation

### **Social media is about conversations.**

It's a two-way communication channel for exchanging ideas and discussions, not just for broadcasting. Be prepared for feedback from the community, both positive and negative.

### **Ranting is normal on social media.**

It's a platform for people to express themselves and voice opinions. Understanding this may help you to better manage and respond to feedback.

### **Negative feedback is okay.**

It helps us to better understand and address public concerns.

There's no need to delete or hide feedback just because it's negative. This can be perceived by the community as censorship or an attempt to hide a problem. Instead, we use it as an opportunity to demonstrate transparency and responsiveness to the public.

### **Monitoring and fact checking.**

When you reply to a public comment on your page, keep in mind that you are not just replying to one person but everyone else that will read the comments too. If an incorrect statement is published on your page, readers may presume it is factual if it remains unchallenged and unanswered.



Elected members can manage offensive third-party content on their social media accounts by taking appropriate actions based on the severity of the breach: report and hide content that breaches platform rules or council policies and delete content that is unlawful or poses a legal risk.

Options include:

**Hide a comment that breaches platform rules or council policies**

Invisible to the public but still visible to the author and their friends.

**Delete a comment that is unlawful or poses a legal risk**

Capture a screen shot, before removing it permanently from public view. Facebook cannot act on deleted content but archiving tools like Brolly retain a record for legal purposes.

**Report a comment or post**

Sends the content to Facebook for review against their Community Standards.

**Report an account**

Repeat offenders may face penalties or bans.

**Block an account**

Prevents the account from commenting on your page or appearing in your feed.

## What tone of voice is most appropriate on social media?

Channel	Comments
All social media platforms	<p>It is best practice to avoid overly formal language, jargon, and acronyms on social media.</p> <p>It is suggested that you use a friendly and helpful tone of voice in a conversational style – similar to how you would speak to someone in person.</p>

## How often do I need to monitor and respond to comments and private messages?

Channel	Comments
All social media platforms	<p>Daily monitoring is recommended as PR or legal risks can escalate quickly on social media.</p> <p>Responding to comments and private messages within 24 hours (on business days) will make your community feel welcome and listened to. Even if this means acknowledging the comment while you gather the information to respond fully.</p>

## Do I need to respond to every comment and message?

Channel	Comments
All social media platforms	<p>It is not advisable to pick and choose – be consistent with the posts you respond to, not just the good ones. <b>Otherwise</b>, your audience may not feel that there is genuine engagement.</p>

## Do I need to respond outside of business hours?

Channel	Comments
Facebook and Instagram	It is recommended that you state your open hours on your page and set up an auto-responder to automatically reply to people with an 'away message' outside of business hours.

## Can I turn off commenting on my posts?

Channel	Comments
Facebook	Yes. You can control whether people can comment on a specific post. However, be aware that social media is intended for two-way conversations. So, the community may feel censored and criticise you for not listening or being willing to engage. Use this feature sparingly.

## Can I **hide or** delete a comment on my page?

Channel	Comments
All social media platforms	Deleting comments is not recommended – no matter how negative a post may be – unless it is unlawful or violates the channel's community standards, policies or guidelines (e.g. defamation, inappropriate language, spam, illegal or abusive content).
Facebook	Facebook provides a profanity filter in its settings to automatically hide offensive language based on key words.  If you manually hide a comment, it will only be seen by the person who posted the comment and their Facebook friends. The original poster will not be notified or aware that their comment has been hidden from the rest of your audience.

## How do I block a person from my page?

Channel	Comments
All social media platforms	It is not recommended to block a person from your page unless they are in breach of our Public Social Media Policy and/or the channel's community standards, guidelines and policies. (e.g. spam, inappropriate, illegal or abusive content)  The person will be aware that you have blocked them from your page.
Facebook	<a href="#">How to report things on Facebook</a>
Instagram	<a href="#">How to report things on Instagram</a>
LinkedIn	<a href="#">How to report things on LinkedIn</a>



## 23. Paid advertising

### Can I run paid advertising on social media?

Channel	Comments
All social media platforms	Yes. Elected members can run paid advertising on social media using their own funds to reach and engage more people with their content.
Facebook	<p>For transparency, Meta requires advertisers to become <u><a href="#">authorised to run paid advertising about social issues, elections or politics</a></u>.</p> <p>On platforms like Facebook and Instagram, ads about social issues, elections, or politics require authorisation, identity verification, and a campaign disclaimer.</p> <p>This disclaimer appears on the ad, and information about the ad—including spend, audience, and impressions—is publicly available in the platform's Ad Library for seven years. This is located in the transparency section of your page and may include your email address and phone number, how much you spent on the ad, and which demographic audience was targeted.</p> <p>Advertisers should familiarise themselves with platform policies below to ensure compliance and avoid ad disapprovals.</p>

### Further information

Channel	Links
Facebook	<u><a href="#">Ads about social issues, elections or politics</a></u>
	<u><a href="#">Targeting transparency information for ads about social issues, elections or politics</a></u>

## 24. Online bullying and harassment

People commonly take to social media to vent frustrations and often say things online they would never say face-to-face. You are not required to tolerate abuse to remain accessible. Prioritise safety, professionalism, and community trust in every interaction. Know when to step away and take a break if sustained attacks affect your emotional wellbeing or mental health.

Refer to the Risk Management and Community Moderation sections for further information.

## How can I set clear expectations on my page?

Channel	Comments
All social media platforms	<ul style="list-style-type: none"> <li>• Publish a clear moderation policy or community guidelines.</li> <li>• State what behaviour is not acceptable (e.g. personal attacks, hate speech).</li> <li>• Be consistent and fair in how rules are applied to all users.</li> <li>• Focus on facts and respectful communication.</li> <li>• Keep the conversation focused on issues, not individuals.</li> <li>• Refer back to these guidelines when moderating.</li> </ul>

## What tools can I use to reduce offensive language?

Channel	Comments
Facebook	<ul style="list-style-type: none"> <li>• Use keyword filters to automatically hide offensive language.</li> <li>• Report or block repeat offenders where necessary.</li> <li>• Turn off commenting on posts if issues escalate or go viral.</li> </ul>

## What should I do if I receive abusive or harassing comments?

Channel	Comments
All social media platforms	<ul style="list-style-type: none"> <li>• Do not respond immediately or emotionally.</li> <li>• Assess whether the comment breaches the platform's community standards.</li> <li>• Keep a screenshot for evidence, especially if the behaviour escalates.</li> <li>• Hide, delete, or report comments that are abusive, threatening, or discriminatory.</li> </ul>

## When is it appropriate to respond, and when should I ignore?

Create a clear boundary about whether you only respond to comments on your own page, or whether you respond to notifications that you have been tagged and mentioned on other pages and groups.

Channel	Comments
All social media platforms	<ul style="list-style-type: none"> <li>• Do not engage with trolls, spammers, or repeated bad-faith comments.</li> <li>• If a response is needed, keep it factual, brief, and calm.</li> <li>• Respond to criticism expressed respectfully.</li> <li>• Step away if the interaction becomes unproductive or distressing.</li> </ul>



## What if misinformation is being shared about me?

Channel	Comments
Facebook	<ul style="list-style-type: none"> <li>• Correct the information once with clear, factual messaging.</li> <li>• Avoid repeated engagement that amplifies the claim.</li> <li>• Direct people to a website by a credible source for further information.</li> </ul>

## How should I protect my personal wellbeing?

Channel	Comments
Facebook	<ul style="list-style-type: none"> <li>• Avoid reading or responding to comments outside work hours.</li> <li>• Take breaks from social media when needed.</li> <li>• Seek support if content becomes distressing.</li> </ul>

## When should I escalate an issue?

Channel	Comments
Facebook	<ul style="list-style-type: none"> <li>• Escalate if there are threats of harm or ongoing targeted harassment.</li> <li>• Report policy breaches to the platform, and unlawful activity to the police.</li> <li>• Inform governance so there is a record, and they can direct you towards appropriate support.</li> </ul>

# 25. Misinformation

Misinformation, disinformation, and malinformation can spread quickly on social media, often causing confusion or harm. Understanding the differences and knowing how to respond helps protect your credibility and maintain community trust.

- **Misinformation** is false or misleading information shared without harmful intent, usually by someone who believes it's true.  
ACTION: Respond thoughtfully by providing the facts in a way that doesn't make the person feel wrong or embarrassed.
- **Disinformation** is deliberately false or misleading information shared to deceive, often in a planned and organised manner.  
ACTION: This needs to be screenshot, hidden or removed from your page.
- **Malinformation** is true information shared with the intent to cause harm, such as leaking confidential details.  
ACTION: This also needs to be hidden or removed from your page.

## 26. Trouble shooting

### How to report a technical issue if the channel is not working properly.

You can contact the channel directly using the web links below.

Channel	Links
Facebook	<a href="#">How to report a technical issue to Facebook</a>
Instagram	<a href="#">How to report a technical issue to Instagram</a>
LinkedIn	<a href="#">How to report a technical issue to LinkedIn</a>

### How to report and recover my account if it has been hacked.

It is recommended that you immediately try to change your password to regain control of your account.

Set up two-factor authentication.

Then report the incident to the channel using the web links below.

Channel	Links
Facebook	<a href="#">How to report a hacked account to Facebook</a>
Instagram	<a href="#">How to report a hacked account to Instagram</a>
LinkedIn	<a href="#">How to report a compromised account to LinkedIn</a>

### How do I report spam, inappropriate or abusive content?

Channel	Comments
Facebook	The best way to report abusive content or spam on Facebook is by using the report link near the content itself. <a href="#">How to report things on Facebook</a>
Instagram	The best way to report abusive content or spam on Facebook is by using the report link near the content itself. Your report is anonymous, except if you're reporting an intellectual property infringement. The account you reported won't see who reported them. <a href="#">How to report things on Instagram</a>
LinkedIn	LinkedIn's <a href="#">Professional Community Policies</a> outline acceptable activities and explain how to report spam, inappropriate or abusive content. <a href="#">How to report things on LinkedIn</a>



## 27. Social media training for elected members

### Social media training for elected members

The Local Government Association (LGA) recommends that all elected members review their online training videos for best practice social media to avoid PR, privacy and legal risks to themselves and the organisation.

	Links
LGA video Part 1	Watch <a href="#">Webinar #14: Social Media for Elected Members - Part 1</a>
LGA video Part 2	Watch <a href="#">Webinar #15 Social Media for Elected Members - Part 2</a>

### Meta Blueprint

Meta provides free training for Facebook and Instagram.

Online video courses are available in convenient, self-paced 2–5 minute educational modules for beginners, intermediate and advanced skills.

	Links
Facebook and Instagram	<a href="#">View Blueprint course content</a>

### Meta – Best practices for local government

	Links
Facebook and Instagram	<a href="#">Best social media practices for local government</a>

## 28. Social media policies for elected members

	Links
City of Onkaparinga	<a href="#">Elected Member Electronic and Media Communications Protocol Policy</a>
	<a href="#">Caretaker Policy</a>
Channel	Links
Facebook	Meta <a href="#">Terms of Service, Data Policy and Community Standards</a>
	<a href="#">Facebook Community Standards</a>
	<a href="#">Facebook Pages, Groups, and Events Policy</a>
	<a href="#">Facebook Advertising Policy</a>
	<a href="#">Meta authorisation to run ads about social issues, elections or politics</a>
Instagram	<a href="#">Instagram Community Guidelines</a>
LinkedIn	<a href="#">LinkedIn Professional Community Policies</a>

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## 10.17 AUDIT AND RISK COMMITTEE TERMS OF REFERENCE

### Report contact

Katrina French, Senior Governance Officer

### Manager

Jade Bird, Acting Manager Governance

### Director

Sharon Mason, Chief Executive Officer

### Meeting

Council

### Date

17 March 2026

### 1. Purpose

The purpose of the report is for Council to review and adopt the Audit and Risk Committee Terms of Reference (TOR).

### 2. Recommendations

**That Council adopt the Audit and Risk Committee Terms of Reference (Attachment 1 to the agenda report).**

### 3. Executive summary

The Audit and Risk Committee Terms of Reference were last adopted on 10 December 2024. Following the release of the Global Internal Audit Standards (GIAS) in 2024, coming into effect from 9 January 2025, changes were recommended to ensure Council's internal audit function and Audit and Risk Committee (ARC) Terms of Reference (ToR) align with the updated standards.

The recommended amendments were presented to the ARC meeting on 5 February 2026 and reflect updates necessary to comply with the GIAS.

The Audit and Risk Committee suggested the introduction of a structured tenure framework for independent members to support planned succession, continuity and retention of expertise. This consideration has been included in the Terms of Reference for Council to consider.

The revised Terms of Reference also include a provision (clause 7) enabling payment and reimbursement of training costs for independent members. As all independent members have a material conflict of interest in relation to this matter, Council approval is required.

### 4. Background

Policy and/or relevant legislation	<ul style="list-style-type: none"><li>Sections 41, 126 and 128 of the <i>Local Government Act 1999</i>.</li><li><i>Local Government (Financial Management) Regulations 2011</i></li><li>Audit and Risk Committee Terms of Reference</li></ul>
Who did we talk to/who will we be talking to	<p>In developing this report:</p> <ul style="list-style-type: none"><li>Manager Governance (Acting)</li><li>Team Leader Corporate Governance</li><li>Audit and Risk Officer</li></ul>



The *Local Government (Financial Management) Regulations 2011* requires that Council's Audit Committee must:

- Have between 3 and 5 members (inclusive).
- Include at least 1 person who is not a member of Council and who is determined by the Council to have financial experience relevant to the functions of the committee.
- Not include the Council's auditor as a member (section 128 of *the Local Government Act 1999*.)

The *Local Government Act 1999* requires under section 126(2)):

- *That the majority of the members of the committee must be persons who are not members of any council.*
- *The members of the committee (when considered as a whole) must have skills, knowledge and experience relevant to the functions of the committee, including financial management, risk management, governance and any other prescribed matter*

The Terms of Reference, adopted by Council at its meeting of 10 December 2024 set out that the membership of the Audit and Risk Committee be comprised of three independent members and two elected members, together with a proxy for the elected members.

The current independent members appointed by Council are:

- Mr Tim O'Loughlin as Chairperson - until 16 May 2028
- Ms Paula Davies – until 16 May 2027
- Mr Andrew Johnson – until 16 May 2029

The current elected members appointed by Council until November 2026 are:

- Cr Paul Yeomans
- Cr Jordan Pritchard
- Cr Marisa Bell (proxy member)

The quorum for the Committee is three members.

## 5. Discussion

### Global Internal Audit Standards

Following a review of the ARC Terms of Reference to ensure compliance with the GIAS, the proposed amendments were presented to the Audit and Risk Committee on 5 February 2026, resulting in the inclusion of the following.

- reference to section 126(2)(a) of the Local Government Act 1999.
- insertion of the independent member recruitment process as it has been managed for the last recruitment for ARC members in 2023.
- inclusion of Conduct and Interests of Committee Members to refer to the same provisions for elected members (clause 12).

### Structured Tenure Framework

At its meeting of 5 February 2026, the ARC discussed the introduction of a tenure framework for independent members of up to nine (9) years, structured as an initial three (3) year term with the option of a further three plus three (3 + 3) year term, unless otherwise approved by Council. The intent of this approach is to support staggered term expiries, maintain continuity

of membership, and preserve accumulated knowledge and experience, whilst recognising that a refresh of member/s after a period of time can be useful to encourage new perspectives.

Under the current arrangements, the Chair's term expires on 17 May 2028, with Independent Members expiring on 16 May 2027, and 16 May 2029. These expiry dates already provide a level of staggering across the membership. The framework would apply prospectively.

Under this approach:

- Current appointments would continue to their approved expiry dates.
- Any reappointment would be assessed against the proposed maximum tenure.
- Future appointments would be made on an initial three (3) year term, with eligibility for two further three (3) year terms (3 + 3) where applicable.
- Staggering of terms would be maintained through careful consideration of appointment lengths at renewal.

This approach avoids retrospective alteration of existing terms while providing a structured and transparent succession framework moving forward.

### Training Reimbursement

In addition to the above amendments, administration proposed the inclusion of a clause enabling independent members to claim an amount equivalent to an independent ordinary member sitting fee when attending training requested by Council or administration.

This proposed clause is highlighted in blue in Attachment 1.

Travel expenses will be reimbursed where the travel is related to activities other than meetings of the Committee, e.g. training, in accordance with the Elected member allowance, benefits and support procedure.

This amendment supports members in maintaining the skills and competencies necessary to effectively discharge their oversight responsibilities under section 126 of the Act.

## 6. Financial implications

The financial implications of training and travel expenses for the independent members of the Audit and Risk Committee, will be included in existing budgets.

## 7. Risk and opportunity management

Risk	
Identify	Mitigation
Reputation/community expectation	The Terms of Reference provide clear direction and guidance on the Committee's operations, membership, reporting, authority, responsibilities and functions.
Compliance/legal	The Committee is established in accordance with the <i>Local Government Act 1999</i> and complies with all legislative requirements in relation to functions and membership
Service delivery	The Committee's role helps improve the efficiency and effectiveness of Council's service delivery.

Opportunity	
Identify	Maximising the opportunity
Clear and detailed Terms of Reference should enhance the performance of the Audit and Risk Committee and provide awareness to the committee of its purpose and functions.	The ARC may at any time make recommendations to Council to alter the ToR, in response to performance suggestions or regulatory requirements.

#### 8. Next steps

Once approved by Council the updated ToR will be published on council's website.

#### 9. Attachments

Attachment 1 - Terms of Reference (6 pages)

- END OF REPORT -

## TERMS OF REFERENCE

## Audit and Risk Committee

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## 1. Document control

<b>Author – name and position</b> (to whom changes are recommended)	Manager Governance
<b>Stakeholders</b> (audience and engagement groups)	Elected Members
<b>Reviewed by – name and position</b>	Director Corporate Manager Governance
<b>Approved by</b> (document owner)	Council
<b>Approval date</b>	
<b>Approval ECM number</b>	5861891
<b>Current version number</b>	V.01
<b>Review cycle (number of years)</b>	By December 2025
<b>History</b> (previous review dates)	<p>Adopted by Council – 20 March 2012            Altered by Committee – 18 June 2012            Adopted Council – 10 July 2012            Adopted by Council – 9 December 2014            Adopted by Council - 1 December 2015            Adopted by Council - 13 December 2016            Amended by Committee – 13 February 2017            Adopted by Council 21 November 2017            Amended membership – 20 February 2018            Adopted by Council – 11 December 2018            Meeting time amended by Council – 19 February 2019            Amended membership – 29 July 2019            Meeting time amended by Council – 19 May 2020            Adopted by Council - 17 November 2020            Amended membership – 15 September 2021            Reviewed and aligned with Local Government Act Amendments – August 2021            Amended membership – May 2023            Altered by Committee – June 2023            Altered by Committee - December 2023            Amended membership and term – December 2024</p>
<b>Related policies/procedures</b>	<p>Code of Practice Proceedings of Meetings            Code of Practice Access to Meetings and Documents</p>

<b>Document location</b>	Original: ECM Published: Onkanet and public website
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Electronic version on the intranet or website is the controlled version.

## 2. Preamble

A Committee of Council may be established by resolution of the Council.

A Committee is established for the purpose of assisting the Council in the performance of its functions, inquiring into and reporting to the Council on matters within the ambit of the Council's responsibilities, providing advice to the Council and to exercise, perform or discharge delegated powers, functions or duties of the Council.

Section 126 of the *Local Government Act 1999* requires Council to appoint an audit and risk committee, with specific functions and responsibilities. The **City of Onkaparinga** has established the Audit and Risk Committee to fulfil this role.

The establishment of a Committee does not derogate from the power of the Council to act in a matter.

## 3. Purpose of the Committee

The purpose of the Audit and Risk Committee is to provide independent assurance and advice to the Council on accounting, financial management, internal controls, risk management and governance matters.

## 4. Functions

The Audit and Risk Committee perform the following legislative and additional functions:

- Review annual financial statements to ensure that they present fairly the state of affairs of the Council.
- Propose, and provide information relevant to, a review of the Council's strategic management plans and annual business plan.
- Monitor the responsiveness of the Council to recommendations for improvement based on previous audits and risk assessments, including those raised by Council's auditor.
- Propose and review the exercise of powers under section 130A (other investigations).
- Liaise with the Council's auditor in accordance with any requirements prescribed by the regulations.
- Review the adequacy of the accounting, internal control, reporting and other financial management systems and practices of the Council on a regular basis.
- Provide oversight of planning and scoping of the internal audit work plan.
- Review and comment on internal audit reports on a quarterly basis.
- Review and evaluate the effectiveness of policies, systems and procedures established and maintained for the identification, assessment, monitoring, management and review of strategic, financial and operational risks on a regular basis.
- Review any Prudential Report obtained by the Council under section 48(1).

- Review quarterly reporting on Freedom of Information applications and Internal review of Council Decisions (section 270 decisions).
- Review policies relating to strategic, financial or operations risk matters
- Receive insurance and liability renewal premiums information charged by Local Government Risk Services.
- Perform any other function determined by the Council (including advice on matters of financial significance) or prescribed by the Regulations.

## 5. Reporting

The Audit and Risk Committee must:

- Provide a report to the Council, which will be in the form of a “Discussion and Actions Arising” summary report (which will be circulated to the Audit and Risk Committee members for comment after each meeting), which summarises the work of the Committee during the period preceding the meeting and the outcomes of the meeting. The Discussion and Actions arising summary report will be provided as an attachment to the Audit and Risk Committee meeting minutes to the next Council meeting.
- Provide an annual report to the Council on the work of the Committee during the period to which the report relates.

## 6. Establishment of the Committee

Pursuant to section 126 and 41 of the *Local Government Act 1999* the Council establishes a Committee to be known as the Audit and Risk Committee (referred to in these Terms of Reference as “the Committee”).

## 7. Membership

### Appointment

Council will resolve the membership of the Audit and Risk Committee.

Membership will consist of three independent members (who are not members of any Council) and two elected members ensuring compliance with LG Act s126 (2)(a). It is generally preferred to have an independent member as the Chairperson of the Audit and Risk Committee.

Recruitment of Independent Members will be undertaken by Administration in accordance with approved recruitment best practice and relevant policies and procedures. Once completed, a recommendation(s) will be put to Council for decision.

Independent Members will be appointed for a term not exceeding three years, with the aim to have the expiry of terms staggered. On expiry of their term, a member may be re-appointed by Council for a further three plus three (3 + 3) year term, unless otherwise approved by Council.

The maximum continuous tenure of an Independent Member is nine (9) years, unless otherwise determined by Council.

Elected members will hold office from the period of 10 December 2024 until the conclusion of the local government elections in November 2026, unless determined otherwise by the Council.

Council may choose to appoint a proxy member for the elected members. In the event that an elected member is unavailable, they may request the proxy member to attend a specific meeting on their behalf.



[Council employees are not eligible to be members of the Audit and Risk Committee.](#)

### **Attendance**

Members must notify the Chairperson and meeting secretary of non-attendance of a meeting.

The proxy member may attend meetings of the Committee but has no voting entitlement unless representing an absent elected member. [See part 9 for Electronic Attendance.](#)

The Independent Members of the Committee will be paid an allowance in the form of a sitting fee for each meeting attended as set by Council resolution. Council must be satisfied that the members of the committee (when considered as a whole) must have skills, knowledge and experience relevant to the functions of the Committee, including in financial management, risk management and governance.

### **Training and Professional Development**

[Independent Members may claim an amount to attend a training session requested by Council or Administration for an amount equal to an independent ordinary members sitting fee for each training session. Travel expenses will be reimbursed where the travel is related to activities other than meetings of the Committee e.g. training, in accordance with the Elected Member allowance, benefits and support procedure, subject to being accompanied by appropriate supporting documentation.](#)

[Council employees are not eligible to be members of the Audit and Risk Committee](#)

Members of the Committee may be removed from office by Council resolution at any time.

Section 41 Committees are dissolved at the end of each council term.

## **8. Chairperson**

The Chairperson is appointed by Council.

The role of the Chairperson is to:

- Oversee the orderly conduct of meetings in accordance with the *Local Government Act 1999*, the *Local Government (Procedures at Meetings) Regulations 2013* and Council's 'Code of Practice - Proceedings of Meetings'.
- Ensure that the Guiding Principles at Regulation 4 are observed and that all Committee members have an opportunity to participate in discussions in an open and responsible manner.
- Ensure when a matter has been debated significantly and no new information is being discussed to call the meeting to order and move the debate towards finalisation.

The Chairperson of a Committee is not excluded from debate and may add to the debate nearing its end (so as not to 'lead from the Chair'). The Chairperson of a Committee has a deliberative vote and does not have a casting vote.

If the Chairperson of the Committee is absent from a meeting, an interim Chairperson will be appointed from amongst the members present, with preference given to this being another independent member and will preside at that meeting.

The Committee minutes shall be presented to the next available meeting of Council, including recommendations that require a decision of Council, in the form resolved by the Committee, for consideration of the Council.



## 9. Meeting details

The Audit and Risk Committee will have at least one meeting in each quarter. Meeting dates and times are set by Council in consultation with members.

In accordance with Section 90 (7a) of the LG Act members are able to attend the meeting electronically or via phone provided that members of the public can hear the discussion between all committee members.

## 10. Meeting Procedures

Meetings of the Audit and Risk Committee will be held in accordance with:

- *Local Government Act 1999*
- *Local Government (Procedures at Meetings) Regulations 2013*
- Council's Code of Practice: Proceedings of Meetings
- Council's Code of Practice: Access to Meetings and Documents

Where these guiding documents are silent, the Committee will consider and determine its own meeting practice, processes and procedures within the parameters of the *Local Government Act 1999*.

Provisions relating to when the public may be excluded from attendance at a meeting of the Audit and Risk Committee will be in accordance with Council's Code of Practice – Proceedings of Meetings 2023.

## 11. Deputations

The Committee Chairperson may allow deputations to appear if they align with the business of the Committee or are referred by the Council.

A deputation must not exceed eight (8) minutes except with the consent of the Committee.

## 12. Conduct and Interests of Committee Members

All members of the Committee must comply with chapter 5 part 4 of the Local Government Act 1999 relating to Member Integrity and Behavior, [Register of Interests and Conflicts of Interests](#).

## 13. Role of Administration

The Responsible Officer for the Risk and Audit Committee will be the Director Corporate (who is also the person 'primarily responsible' for the internal audit function (under s.125A of the Local Government Act 1999).

Staff will attend meetings as required and are responsible to provide advice and recommendations to the Committee.

## 14. Further information

Audit and Risk Committee Terms of Reference is available for inspection, downloading or printing from our website [www.onkaparingacity.com.au](http://www.onkaparingacity.com.au).

## 10.18 COUNCIL AND COMMITTEE REPORTING SCHEDULE

### Report contact

Sue Hammond, Council and Committee Meeting Coordinator

### Meeting

Council

### Manager

Jade Bird, Acting Manager Governance

### Director

Sharon Mason, Chief Executive Officer

### Date

17 March 2026

### 1. Purpose

This report provides an update on the reporting for upcoming Council and Committee meetings.

### 2. Recommendations

**That Council note the agenda report and Reporting Schedule (attachment 1 to the agenda report).**

### 3. Executive summary

This report is provided as per the following resolution of Council at its meeting of 21 March 2017:

That the item “Updated Work Program” from the agenda of the Strategic Directions Committee be duplicated as a monthly agenda item for Council meetings.

As the Reporting Schedule is a guide only and subject to change, members are encouraged to utilise the Elected Member website for an up to date version of the Reporting Schedule.

### 4. Discussion

**Item 12.1 from 17 February 2026 Council meeting – Petition – Objection to footpath installation Atkinson Crescent, Aldinga Beach**

The following motion was carried at the 17 February 2026 Council meeting:

*That Council*

- 1. Receives the petition in Attachment 1 to the agenda report.*
- 2. Notes all directly affected residents who received initial notification of the proposed works, have received a letter, advising of the petition received and next steps.*
- 3. Notes that further investigation will be undertaken, and a report will be presented to Council at the 17 March 2026 meeting.*
- 4. Notes that the head petitioner will be notified of Council's decision.*

During debate for this item it was decided that further engagement with the community would occur. To allow adequate time for this engagement the final report will be postponed to the 28 April 2026 Council meeting.

**Item 11.1 from 20 January 2026 Council meeting – Notice of Motion – Cr Platten – Use of internal Master of Ceremonies (MCs) for Council events**

The following motion was carried at the 20 January 2026 Council meeting:

*That council:*

- 1. Consider ceasing the use of paid externally contracted Master of Ceremonies (MCs) for all City of Onkaparinga-run events unless a clear and compelling justification is presented to Council for approval.*
- 2. Request the Chief Executive Officer to develop an internal MC register, drawing on suitably skilled staff across the organisation who can be rostered for event MC duties as required.*
- 3. Receive a report at the March 2026 meeting outlining implementation processes, resourcing considerations and any training requirements to support the register.*

Report deferred to April 2026 as agreed with Cr Platten, to allow additional time to seek staff nominations for an internal MC register.

**Flag Management Procedure – Scheduled for March Council meeting**

Please note this report is no longer being presented to Council as it is an operational procedure and has been approved by the Directors Group.

**5. [Attachments](#)**

Attachment 1 – Report Schedule for 2026 (5 pages)

- END OF REPORT -

## Report Schedule as at 11 March 2026

## EM Session 24/03/2026

REPORT SCHEDULED	RESPONSIBLE OFFICER	DEPT
2. Long Term Financial Plan	Toulantas, Belinda	COR
1. From Catchment to Coast: Waterway Health and Water Quality	Roe, Tanya	PLA

## EM Session 31/03/2026

REPORT SCHEDULED	RESPONSIBLE OFFICER	DEPT
2. Community Capacity Strategic Plan	Wright, Paul	COM
1. Caretaker Policy Review	French, Katrina	OCE
Noarlunga Aquatic Centre site tour	Kenchington, Emily	OPE

## Special ARC meeting 2/4/26

REPORT SCHEDULED	RESPONSIBLE OFFICER	DEPT
Draft 2026-27 Budget, Annual Business Plan and Long Term Financial Plan	Toulantas, Belinda	COR

## Special Council meeting 14/4/26

REPORT SCHEDULED	RESPONSIBLE OFFICER	DEPT
Draft 2026-27 budget, ABP and LTFP and fees and charges - approval for consultation	Toulantas, Belinda	COR

## EM Session 14/04/2026(to follow Special Council meeting)

REPORT SCHEDULED	RESPONSIBLE OFFICER	DEPT
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## EM Session 21/04/2026

REPORT SCHEDULED	RESPONSIBLE OFFICER	DEPT
1. Public Art Framework Review	Haskett, Jason	COM

## Council meeting 28/04/2026

REPORT SCHEDULED	RESPONSIBLE OFFICER	DEPT
Aldinga Sports Park engagement outcome	Sutton, Dale	COM
Draft Community Capacity Strategic Plan 2026-2030 for Community Engagement	Wright, Paul	COM
Morphett Vale Basketball Stadium Preferred Occupancy Models	Maschotta, Chris	COM
Use of internal MCs for council events	Sutton, Dale	COM
Use of AI in council operations	Parker, Lesley	COR
Confidential items annual review	Hammond, Sue	OCE
Council and Committee Reporting Schedule	Hammond, Sue	OCE
Confidential - Pt Willunga North Coast Park - Project Update	Fitzpatrick, Brian	OPE
Petition response: Objection to footpath installation Atkinson Crescent, Aldinga Beach	Flaherty, Lisa	OPE
Stormwater/rainwater management system	King, Cameron	OPE
Use of Glyphosate Herbicides and Pesticides	Sowerby, Daryl	OPE
Affordable Housing Strategy – Community Engagement	Harkin, Rachael	PLA



Key climate themes	Onsman, Ynys	PLA
Pear Tree Paddock, Willunga – Expression of Interest Report	Scanlon, Ed	PLA
Proposal to commence process under the Roads (Opening and Closing) Act 1991 at Patterson, Walker and Tiffany Street, Seaford	Sanders, Brooke	PLA

#### CEOPMC meeting 30/04/2026

REPORT SCHEDULED	RESPONSIBLE OFFICER	DEPT
Performance against KPIs	Tannock, Cameron	COR

#### ARC meeting 07/05/2026

REPORT SCHEDULED	RESPONSIBLE OFFICER	DEPT
Asset Revaluations	Toulantas, Belinda	COR
External Audit Interim Management Report	Toulantas, Belinda	COR
Information and Communications Technology (ICT) Report	Parker, Lesley	COR
Project Management Framework Review scope	Calder, Ben	COR
Quarterly Finance Report including Budget Review 3	Toulantas, Belinda	COR
Confidential Internal Audit Quarterly Update	Roberts, Nicole	OCE
Internal Audit Quarterly Update	Roberts, Nicole	OCE
Internal Audit Report - Contractor Management	Roberts, Nicole	OCE
Internal Audit Report - Volunteer Management	Roberts, Nicole	OCE

#### EM Session 12/05/2026

REPORT SCHEDULED	RESPONSIBLE OFFICER	DEPT
2. Community Engagement Review update	Sutton, Dale	COM
1. Port Noarlunga Jetty Update	Jurado, Salvador	OPE

#### Council meeting 19/05/2026

REPORT SCHEDULED	RESPONSIBLE OFFICER	DEPT
Onkaparinga Grants Program Update and Partnership Program Approvals	Sarsons, Hannah	COM
Public Art Framework Review Engagement Action plan draft policy	Haskett, Jason	COM
2026-27 Rates modelling	Toulantas, Belinda	COR
Council rebates 2026-27	Toulantas, Belinda	COR
Quarterly Finance Report including Budget Review 3	Toulantas, Belinda	COR
Caretaker Policy	French, Katrina	OCE
Council and Committee Reporting Schedule	Hammond, Sue	OCE

#### EM Session 26/05/2026

REPORT SCHEDULED	RESPONSIBLE OFFICER	DEPT
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#### EM Session 02/06/2026

REPORT SCHEDULED	RESPONSIBLE OFFICER	DEPT
Community engagement outcomes, final budget, rates modelling	Toulantas, Belinda	COR

#### EM Session 02/06/2026

REPORT SCHEDULED	RESPONSIBLE OFFICER	DEPT
CEOPMC meeting 09/06/2026		
REPORT SCHEDULED	RESPONSIBLE OFFICER	DEPT
Performance against KPIs	Tannock, Cameron	COR
Council meeting 16/06/2026		
REPORT SCHEDULED	RESPONSIBLE OFFICER	DEPT
Final endorsement of Inclusive Communities Action Plan 2026-2030	Wright, Paul	COM
Roundtable discussion on Children and Young People's Wellbeing	Wright, Paul	COM
Council and Committee Reporting Schedule	Hammond, Sue	OCE
EM Session 23/06/2026		
REPORT SCHEDULED	RESPONSIBLE OFFICER	DEPT
Special Council meeting 25/06/2026		
REPORT SCHEDULED	RESPONSIBLE OFFICER	DEPT
Adoption Of Annual Business Plan, Budget, Long Term Financial Plan Valuations and Declaration of Rates	Toulantas, Belinda	COR
EM Session 30/06/2026		
REPORT SCHEDULED	RESPONSIBLE OFFICER	DEPT
EM Session 07/07/2026		
REPORT SCHEDULED	RESPONSIBLE OFFICER	DEPT
EM Session 14/07/2026		
REPORT SCHEDULED	RESPONSIBLE OFFICER	DEPT
Council meeting 21/07/2026		
REPORT SCHEDULED	RESPONSIBLE OFFICER	DEPT
Club Enquiry Process update	Janssan, Julie	COM
Final Endorsement of Community Capacity Strategic Plan 2026-2030	Wright, Paul	COM
Public Art Framework Review Engagement Action plan Final draft policy	Haskett, Jason	COM
Confidential items quarterly review	Hammond, Sue	OCE
Council and Committee Reporting Schedule	Hammond, Sue	OCE
EM Session 04/08/2026		
REPORT SCHEDULED	RESPONSIBLE OFFICER	DEPT
CEOPMC meeting 11/08/2026		
REPORT SCHEDULED	RESPONSIBLE OFFICER	DEPT
CEO probation	Tannock, Cameron	COR

**Special Council meeting 11/08/2026**

REPORT SCHEDULED	RESPONSIBLE OFFICER	DEPT
CEO probation	Tannock, Cameron	COR

**Council meeting 18/08/2026**

REPORT SCHEDULED	RESPONSIBLE OFFICER	DEPT
Council and Committee Reporting Schedule	Hammond, Sue	OCE
BFSC Annual Report	Bailey, Matthew	PLA
CAP Annual Report	Miller, Brett	PLA

**ARC meeting 27/08/2026**

REPORT SCHEDULED	RESPONSIBLE OFFICER	DEPT
Quarterly Finance Report including Budget Review 4	Toulantas, Belinda	COR
Confidential Internal Audit Quarterly Update	Roberts, Nicole	OCE
Internal Audit Quarterly Update	Roberts, Nicole	OCE
Internal Audit Report - OneCouncil Stage 2 & 3	Roberts, Nicole	OCE

**EM Session 01/09/2026**

REPORT SCHEDULED	RESPONSIBLE OFFICER	DEPT
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**EM Session 08/09/2026**

REPORT SCHEDULED	RESPONSIBLE OFFICER	DEPT
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**Council meeting 15/09/2026**

REPORT SCHEDULED	RESPONSIBLE OFFICER	DEPT
Quarterly Finance Report including Budget Review 4	Toulantas, Belinda	COR
Council and Committee Reporting Schedule	Hammond, Sue	OCE
Appointment of CAP Chair	Miller, Brett	PLA

**EM Session 29/09/2026**

REPORT SCHEDULED	RESPONSIBLE OFFICER	DEPT
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**Council meeting 13/10/2026**

REPORT SCHEDULED	RESPONSIBLE OFFICER	DEPT
Confidential items quarterly review	Hammond, Sue	OCE
Council and Committee Reporting Schedule	Hammond, Sue	OCE

**EM Session 20/10/2026**

REPORT SCHEDULED	RESPONSIBLE OFFICER	DEPT
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**Special ARC meeting 22/10/26**

REPORT SCHEDULED	RESPONSIBLE OFFICER	DEPT
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**EM Session 27/10/2026**

REPORT SCHEDULED	RESPONSIBLE OFFICER	DEPT
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**ARC meeting 05/11/2026**

REPORT SCHEDULED	RESPONSIBLE OFFICER	DEPT
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Draft General Purpose Statements for the year ending 30 June 2026	Toulantas, Belinda	COR
External Audit Final Management Letter	Toulantas, Belinda	COR
In-camera session - Dean Newbery and Audit and Risk Committee CONFIDENTIAL	Toulantas, Belinda	COR
Quarterly Finance Report including Budget Review 1	Toulantas, Belinda	COR
Southern Region Waste Resource Authority Annual Report	Toulantas, Belinda	COR
Confidential Internal Audit Quarterly Update	Roberts, Nicole	OCE
Internal Audit Charter and Plan 2027-30	Roberts, Nicole	OCE
Internal Audit Quarterly Update	Roberts, Nicole	OCE
Internal Audit Report - Procurement	Roberts, Nicole	OCE
Internal Financial Controls Review 2026	Roberts, Nicole	OCE

#### Council meeting 10/11/2026

REPORT SCHEDULED	RESPONSIBLE OFFICER	DEPT
Draft general purpose financial statements	Toulantas, Belinda	COR
Quarterly Finance Report including Budget Review (BR1)	Toulantas, Belinda	COR
Southern Region Waste Authority Annual Report	Toulantas, Belinda	COR
Council and Committee Reporting Schedule	Hammond, Sue	OCE

#### Council meeting 08/12/2026

REPORT SCHEDULED	RESPONSIBLE OFFICER	DEPT
Council and Committee Reporting Schedule	Hammond, Sue	OCE

#### Department acronyms

OPE – Operations  
COM – Community  
COR – Corporate  
PLA – Planning  
OCE – Office of the CEO

#### Meeting acronyms

ARC – Audit and Risk Committee  
EM Session – Elected Member Session  
CEOPMC – CEO Performance Management Committee



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## 11. Questions on notice

### 11.1 QUESTIONS ON NOTICE - CR DAVIS RE STATE ELECTION COMMITMENTS RELATED TO ADVOCACY PLAN

*With the state election on 21 March, what election commitments have been made across our city, so far, that match our advocacy plan?*

*What commitments have been made so far that do not link to our advocacy plan?*

Please find a response in the table below as at 12 March 2026.

#### **Election campaign commitments: \$20M**

- Labor: \$20M
- Liberal: \$16M

There is one commitment that has been matched by both major parties (highlighted in orange):

- Improvements to Happy Valley Drive intersections at Chandlers Hill Road and Windebanks Road

Progress has been made on several key policy issues, including:

- SA Water governance changes (Labor)
- Stormwater partnerships (Liberal)

Note: data included sourced from candidate social media and reflects commitments that have been shared publicly by the candidates.

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Electorate	Project name	Advocacy Plan	Funding commitment				Comments
			Labor		Liberal		
			\$	Candidate	\$	Candidate	
Davenport	Happy Valley Drive intersections at Chandlers Hill Road and Windebanks Road	Yes	\$16M	Erin Thompson MP	\$16M	Trent Burnard	MATCHED COMMITMENT
Davenport	Shared use path on Black Road	Yes	\$1.2M	Erin Thompson MP			
Davenport	Bus shelter at Flagstaff Hill Shopping Centre, Ridgeway Drive	No			Unspecified	Trent Burnard	Advocacy Plan seeks full State funding reinstatement for bus stop upgrades.
Hurtle Vale	Southern Tigers Stadium	Yes	\$750K	The Hon Nat Cook MP			
Hurtle Vale	Woodcroft Small Dog Park	No	\$350K	The Hon Nat Cook MP			
Kaurna	Prow Drive Reserve playground	Yes	\$800K	The Hon Chris Picton MP			
Mawson	McLaren Vale agriculture tourism and trade strategy	No	\$250K	Jenni Mitton			
Mawson	McLaren Flat Community Club outdoor extension	No	\$50K	Jenni Mitton			Advocacy Plan seeks changeroom and canteen upgrades.
Policy	SA Water Governance Changes – SA Gas & Water Trust	Yes	Unspecified	Premier The Hon Peter Malinauskas MP			Possible implications for CWMS integration, pricing, and asset management - CWMS integration and Sellicks Beach sewerage objectives.
Policy	Zero Litter to Ocean target by 2035	No			Unspecified	Opposition Leader Ashton Hurn MP	Includes council partnerships on water treatment and infrastructure.



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## 11.2 QUESTIONS ON NOTICE – CR THEMELIOTIS – RATES AND CARRY FORWARDS

1. *What is the current total value of outstanding rates debt (rates in arrears) held by the City of Onkaparinga as at the most recent reporting period?*
2. *What proportion of total rate revenue does the current arrears figure represent?*
3. *Separately, what is the total value of operating and capital budget carry forwards approved into the current financial year?*
4. *Of the carry forward amount:*
  - a. *How much relates to operating expenditure?*
  - b. *How much relates to capital projects?*
5. *What were the three largest individual carry forward items by value, and what were the primary reasons for the deferral in each case?*
6. *What measures are in place to reduce the level of recurring carry forwards and improve delivery within the approved financial year?*

The response to these questions will be included in the minutes of this meeting.

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### 11.3 QUESTIONS ON NOTICE – CR THEMELIOTIS – TECHNOLOGY ONE/ONECOUNCIL

1. *What is the total end-to-end cost incurred by Council for the TechnologyOne/OneCouncil program since its commencement in 2019 through to completion of Project 3 in April 2024?*
2. *The Audit report in the agenda of February 2026 references over 160 identified issues now being prioritised. How many of these are high or critical risk, and when are they expected to be resolved?*
3. *What quantified efficiency gains or financial benefits have been realised to date from the OneCouncil implementation?*
4. *What is the current annual operating cost of maintaining and optimising the OneCouncil platform, including licensing, support and internal resourcing?*
5. *Given the ICT Risk Register still records a medium residual risk relating to failure to respond to changing needs, what specific actions and timeframes are in place to reduce this risk rating?*

The response to these questions will be included in the minutes of this meeting.



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## 11.4 QUESTIONS ON NOTICE – CR EATON – QUERIES RE FEBRUARY 2026 COUNCIL MEETING

### Background

I received the following questions from the Onkaparinga Council Watch Facebook group regarding some of the procedures followed at the February Council meeting. I was unable to respond to their email due to a requirement of registering my email address on a particular site that I chose not to do. I consider that it would be appropriate for this matter to be addressed as part of the March Council meeting, so that the explanation is on the public record.

### What we've not seen before

There were a number of things out of the ordinary that occurred during last week's Council meeting.

FEB 26



READ IN APP



#### 1. Mayors Report & the minutes

During the Mayor's Report, Cr Greaves asked whether a copy of the letter received from Jeremy Blanks (Tarac Properties) could also be included.

The Mayor responded that she would ensure all elected members had access to the letter and stated she was still seeking clarification as to whether it could go into the minutes.

The written minutes do not record that request or that exchange.



*The receipt of that letter and the letter itself are not attached to the minutes.*

*The completeness and accuracy of the public record matter.*

2. At the commencement of the meeting, the Mayor *referenced defamation risks and stated that microphones may be turned off if required.*



*That framing has not previously been used in this context.  
Opening remarks set the tone for participation.*

### 3. The Deputation – Beach Rd Food & Wine Festival

At 4:58pm on the afternoon of the meeting, a depute speaking on the Beach Rd Food & Wine Festival received written correspondence from Council reminding them of defamation risks and that no legal privilege attaches to deputations.

We have not seen a depute receive correspondence of this nature before.

During the deputation, the Mayor requested the speaking notes of only one of the deputies — not for councillors who would later deliberate, but for the administration.



We have not seen speaking notes requested in this way before.

Cr Wilkes raised a point of order stating the request did not fit with deputation procedures. The Mayor asserted she had made a ruling. No standing order was cited.

The meeting recording shows the Mayor requesting that the minutes reflect Cr Wilkes' refusal to accept her ruling. The written minutes do not reflect that request.

*Taken together, those steps were not routine meeting management.*

#### 4. The Beach Rd matter

At the 29 January Special Council meeting, a direct question was asked: whether the access-point map had been sent to affected businesses.

Staff could not confirm, and the question was taken on notice.

When the matter returned on 17 February, the question remained unresolved.



*The same information had been sought through the Elected Member Enquiry system and the Informal Questions process — the mechanism designed to ensure councillors have the information required for debate and decision-making.*

At the 17 February meeting, staff advised they had been too busy to complete the responses and would instead provide the information through the EM Enquiry system.

*The information was still not provided before debate.*

*The motion proceeded.*

#### 5. Audit Committee Oversight

The Audit Committee update to Council — both verbal and written — did not include the Committee's expressed disappointment that it had been bypassed on the public-private partnership for the Port Noarlunga golf expansion, a matter clearly within the Committee's remit.

*When an oversight committee signals concern about being bypassed on a major public-private partnership and that concern is not reflected in the report back to Council, that is significant.*

*Individually, each item may be described as procedural.*



*Collectively, they represent departures from what has previously been observed — occurring alongside incomplete information before decision-making and concerns about record integrity and committee oversight.*

*That is what makes this meeting significant.*

*Because scrutiny matters.*

### Question

*Can an answer please be provided to the matters raised as this will mean that it is on the public record?*

## 12. Motions on notice

### 12.1 NOTICE OF MOTION – CR THEMELIOTIS – LONG TERM VEHICLE STORAGE ON PUBLIC ROADS

#### **Background**

Residents are experiencing increasing community concern regarding vehicles being stored on public roads for extended periods. This can negatively impact neighbourhood amenity, reduce street access, and contribute to community frustration where councils are perceived as unable to act. Under the Local Government Act 1999, councils can generally only intervene where a vehicle is classified as abandoned. The City of Burnside recently resolved to advocate for legislative reform, including consideration of the New South Wales framework, which provides clearer timeframes and enforcement mechanisms for managing unattended, unregistered, or hazardous vehicles. This issue is not isolated to one council area and presents an opportunity for coordinated advocacy across local government to address a recognised regulatory gap, improve neighbourhood amenity, and support safe and equitable use of public streets.

#### **Motion**

##### **That Council:**

1. Notes increasing community concern regarding vehicles being stored long term on public roads, impacting neighbourhood amenity, safety and equitable access to streets.
2. Acknowledges that current South Australian legislation provides councils with limited powers to address long-term vehicle storage where vehicles are legally parked but left in place for extended periods.
3. Asks the Mayor to write to the Minister for Local Government, local Members of State Parliament, and the Local Government Association of South Australia, advocating for legislative reform to provide councils with clearer and more effective powers to manage long-term vehicle storage on public roads.
4. Requests that any responses received to the Mayor's correspondence be included in the Mayor's Report as they are received.

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## 12.2 NOTICE OF MOTION – CR THEMELIOTIS – FUTURE CONSIDERATIONS FOR COUNCIL SPONSORSHIP AND ADVERTISING

### Background

The City of Onkaparinga has established itself as a leader in local climate action through its adopted Climate Change Response Plan and associated implementation programs. Council has committed to reducing corporate emissions, supporting community emissions reduction, increasing renewable energy uptake, enhancing urban tree canopy, and strengthening climate resilience across our council.

These initiatives reflect a broader strategic direction that recognises climate change as a material risk to local communities, infrastructure, biodiversity and the regional economy. Council's role as a place-leader extends beyond direct service delivery to ensuring that its partnerships, procurement decisions and use of public assets align with adopted strategic objectives.

Across Australia and internationally, public institutions are increasingly reviewing sponsorship and advertising arrangements to ensure consistency with climate and sustainability commitments. Community expectations are evolving, particularly in relation to the promotion of fossil fuel companies on publicly owned infrastructure.

This Notice of Motion does not affect existing contractual arrangements or preclude council from participating in international events that show case our council area or bring in revenue. It also recognises that Council does not control sponsorship settings for many major state or nationally delivered events held within the city.

The intent of this motion is to ensure policy alignment, provide clarity for future decision-making, and maintain consistency between Council's climate leadership and its use of public assets.

### Motion

#### That Council:

- Notes growing community concern regarding the promotion of coal, oil and gas through sponsorship and advertising on publicly owned assets.
- Notes the City of Onkaparinga's existing leadership and commitments in addressing climate change, including implementation of its Climate Change Response Plan, corporate and community emissions reduction initiatives, renewable energy adoption, urban greening and resilience programs.
- Recognises that Council-owned and controlled advertising and sponsorship arrangements should be consistent with Council's strategic objectives, environmental commitments and community expectations.
- Indicates that Council will seek to avoid entering into new advertising or sponsorship arrangements on Council-owned or controlled property with companies whose primary business is the extraction or sale of coal, oil or gas, and that such arrangements should only be considered where no reasonably available alternative sponsors or advertisers aligned with Council's strategic objectives can be identified, subject to policy and procedure review and any legal or contractual considerations.
- Requests that, at the next scheduled review of relevant policies and procedures (including Sponsorship, Advertising and Procurement policies), administration bring forward any recommended changes necessary to give effect to this position.
- Notes this does not affect existing contractual arrangements or preclude council from participating in international events that show case our council area or bring in revenue. It also recognises that Council does not control sponsorship settings for many major state or nationally delivered events held within the city.



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## 12.3 NOTICE OF MOTION – CR YEOMANS – COMMUNITY FOOD HUB, HASTINGS STREET COMMUNITY HALL, SEAFORD

### Background

At the Council meeting on 11 November 2025, Council was presented with report 9.3. Council approved amongst other recommendations, 'to establish an Onkaparinga Community Food Hub (social supermarket) at Hastings Street Hall, Seaford in partnership with The Food Centre and Good Shepherd, subject to a successful tender to Department of Human Services Social Supermarket Program 2025–2030.' Council also noted 'that the sale of food at the Community Food Hub and the proposed modifications at Hastings Street Hall, Seaford will trigger a Development Application.' The Council report also noted a Development Application (DA) is required due to the sale of food in a retail setting and the proposed modifications of the hall.

This DA requires public notification. The DA process is currently underway and nearby residents were directly notified of the proposed Food Hub via direct correspondence from Council on 26 February 2026. Council is also facilitating a 'drop in' session on 14 March 2026 at the Hastings Street Community Hall. A decision on this DA is yet to be determined.

However, the Council report noted these timelines and next steps.

- February 2026 – April: Hastings Street Hall closed for modifications
- 1 May 2026 – Community Food Hub opens

Since 2 March 2026, I have been contacted separately by several residents complaining they were not aware of Council's proposed Food Hub until they received this correspondence. These residents live in close proximity to the Hastings Street Hall. The complaints include a lack of community engagement, a lack of transparency and this being an inappropriate location for a commercial Food Hub.

The residents who have contacted me have been clear that the objection is not directed at charitable initiatives or the intention to support underprivileged families. The concern lies with the decision to introduce what is effectively a retail-style operation into a quiet residential environment. These residents are concerned this proposal represents a significant and inappropriate shift in the nature of the premises and the surrounding area. Regardless of its charitable intent, the residents believe a grocery outlet generates commercial-level activity, more appropriately located in a commercial style area than a quiet, residential location.

The Council report dated 11 November 2025 does not address the risks to and potential impact on, local residents, including Increased vehicle traffic and street congestion, elevated foot traffic inconsistent with residential living, delivery operations and associated noise disruption and potential anti-social behaviour associated with increased transient movement.

The Council report does not identify if alternative Council owned facilities located in more 'commercial' style areas were considered as part of the process.

The Council report notes 'Hastings Street Hall offers stronger benefits (than Aldinga) including its location in a lower social economic area...'. This assertion is not validated in the report. However, a search on the ABS site – Consensus of Population and Housing – Socio Economic Indexes for Areas 2021, identifies the area to the coast from Morphett Vale to Cape Jarvis is rated '3' – 1 being most disadvantaged, 5 being most advantaged.

Despite Council receiving a Community Engagement report attached to the Council report in November, it is evident there has been a gap in the community engagement process where the local, nearby residents have not been directly engaged and consulted in the lead up to the November Council meeting.

## Motion

That Council approves:

In relation to the proposed Onkaparinga Community Food Hub (social supermarket) at Hastings Street Community Hall, Seaford, the Administration presents a report to Council following the completion of the engagement and Development Application process before taking any further action. The report should include:

- Direct feedback from nearby residents on this proposal
- An assessment on future vehicle traffic and street congestion
- Delivery operations and proposed hours of operation
- Addresses potential anti-social behaviour associated with increased transient movement
- Alternative locations within Seaford to establish an Onkaparinga Community Food Hub
- Alternative locations within the Council area to establish an Onkaparinga Council Food Hub
- Any other relevant information.

### 13. Petitions

Nil.

### 14. Urgent business

### 15. Confidential items

#### CONFIDENTIAL CLAUSE

If the Council so determines items 15.1 to 15.2 may be considered in confidence under Section 90(2) of the *Local Government Act 1999* on grounds contained in the Recommendations below.



Sharon Mason  
Chief Executive Officer



## 15.1 COMMUNITY WASTEWATER MANAGEMENT SYSTEMS (CWMS) CONTRACT UPDATE

### 1. Exclusion of the public

That:

- a. under the provisions of Section 90(2) of the *Local Government Act 1999* an order be made that the public, with the exception of staff on duty, be excluded from attendance at the meeting in order to consider this item in confidence.
- b. the Council is satisfied that it is necessary that the public, with the exception of staff on duty, be excluded to enable the Council to consider the report at the meeting on the following grounds:

Section 90(3)(b) information the disclosure of which—

- (i) could reasonably be expected to confer a commercial advantage on a person with whom the council is conducting, or proposing to conduct, business, or to prejudice the commercial position of the council; and
- (ii) would, on balance, be contrary to the public interest;

The matter is to be considered in confidence as it details commercial negotiations with a contractor that if disclosed may impact on the commercial positions of both parties and/or future procurement processes.

- c. accordingly, on this basis the principle that meetings of the Council should be conducted in a place open to the public has been outweighed by the need to keep the information or discussion confidential.

### 2. Confidential recommendations

### 3. Period of confidentiality and delegations

- a. That the matter of CWMS Contract Update having been considered by the Council in confidence under sections 90(2) and 90(3)b of the *Local Government Act 1999* that an order be made under the provisions of sections 91(7) and (9) of the *Local Government Act 1999* that the agenda report, related attachments, discussion and minutes of the Council relating to the subject matter be kept confidential until expiry of our agreement with Trility in December 2029.
- b. That, pursuant to section 91(9)(a) of the *Local Government Act 1999*, the Council delegates the duty to conduct an annual review of the confidentiality order to the Chief Executive Officer, or their sub-delegate.
- c. That, pursuant to section 91(9)(c) of the *Local Government Act 1999*, the Council delegates the power to revoke the confidentiality order to the Chief Executive Officer, or their sub-delegate.

15.2 CHIEF EXECUTIVE OFFICER PERFORMANCE MANAGEMENT COMMITTEE MEETING  
CONFIDENTIAL MINUTES OF 2 MARCH 2026

1. Exclusion of the public

That:

- a. under the provisions of Section 90(2) of the *Local Government Act 1999* an order be made that the public, with the exception of staff on duty, be excluded from attendance at the meeting in order to consider this item in confidence.
- b. the Council is satisfied that it is necessary that the public, with the exception of staff on duty, be excluded to enable the Council to consider the report at the meeting on the following grounds:

Section 90(3)(a) information the disclosure of which would involve the unreasonable disclosure of information concerning the personal affairs of any person (living or dead).

In this instance being matters related to the terms and conditions of the employment contact for the Chief Executive Officer.

- c. accordingly, on this basis the principle that meetings of the Council should be conducted in a place open to the public has been outweighed by the need to keep the information or discussion confidential.

2. Confidential recommendations

3. Period of confidentiality and delegations

- a. That the matter of Chief Executive Officer Performance Management Committee meeting Confidential Minutes of 2 March 2026 having been considered by the Council in confidence under sections 90(2) and 90(3)(a) of the *Local Government Act 1999* that an order be made under the provisions of sections 91(7) and (9) of the *Local Government Act 1999* that the agenda report, related attachments, discussion and minutes of the Council and the CEO Performance Management Committee relating to the subject matter be kept confidential until the Key Performance Indicators are approved, with the exception that this information may be released to Director Corporate, Manager People and Culture and Independent Advisor.
- b. That, pursuant to section 91(9)(a) of the *Local Government Act 1999*, the Council delegates the duty to conduct an annual review of the confidentiality order to the Chief Executive Officer, or their sub-delegate.
- c. That, pursuant to section 91(9)(c) of the *Local Government Act 1999*, the Council delegates the power to revoke the confidentiality order to the Chief Executive Officer, or their sub-delegate.

## 16. Closure

# Conflict of Interest Disclosure Form

**CONFLICTS MUST BE DECLARED VERBALLY DURING MEETINGS**

Councillor:

Date:

Meeting name:

Agenda item no:

**MATERIAL:** Conflict arises when a councillor or a nominated person will gain a benefit or suffer a loss (whether directly or indirectly and whether pecuniary or personal) if the matter is decided in a particular manner. If declaring a material conflict of interest, Councillors must declare the conflict and **leave the meeting** at any time the item is discussed.

**GENERAL:** Conflict arises in relation to a matter to be discussed at a meeting of council if an impartial, fair minded person might consider that the member's **private interests** might result in the member acting in a manner that is contrary to their **public duty**.

***private interests** means any direct or indirect interest of a member that does not derive from their public duty and does not include an interest that is only a matter of personal opinion or belief.*

***public duty** means the responsibilities and obligations that a member has to member of the public in their role as a member.*

1. I have identified a conflict of interest as:

MATERIAL ☐

GENERAL ☐

2. The nature of my conflict of interest is as follows:

*(Describe the nature of the interest, including whether the interest is direct or indirect and personal or pecuniary – note that if declaring a material conflict the member **must** leave the meeting)*

3. If declaring a general conflict, I state that I intend to deal with the interest in the following way:

☐ I intend to **leave** the meeting  
OR

☐ I intend to stay in the meeting to **debate** and **vote** on the matter

☐ I intend to stay in the meeting but will **abstain** from **debating** and **voting** on the matter

☐ I intend to stay in the meeting and **abstain** from **debating** but will **vote** on the matter

☐ I intend to stay in the meeting to **debate** but will **abstain** from **voting** on the matter

4. The reason I intend to stay in the meeting and consider this matter is as follows:

and that I will receive no benefit or detriment direct or indirect, personal or pecuniary from considering this matter as indicated above.

**CONFLICTS MUST ALSO BE DECLARED VERBALLY DURING MEETINGS**

Member Signature \_\_\_\_\_



## Conflict of interest - Exemptions

A **material** or **general** Conflict of Interest does not apply to a matter or circumstance of the council of a kind prescribed by regulation.

The following exemptions are prescribed under Regulation 8AAA of the *Local Government (General) Regulations 2013*.

- (a) *the preparation, discussion, conduct, consideration or determination of a review under section 12 of the Act*
- (b) *the preparation, discussion, adoption or revision of a policy relating to allowances and benefits payable to members if the policy relates to allowances and benefits payable equally to each member (rather than allowances and benefits payable to particular members or particular office holders)*
- (c) *the preparation, discussion, adoption or alteration of a training and development policy under section 80A of the Act*
- (d) *the preparation, discussion, adoption or amendment of a strategic management plan under section 122 of the Act*
- (e) *the adoption or revision of an annual business plan*
- (f) *the adoption or revision of a budget*
- (g) *the declaration of rates (other than a separate rate) or a charge with the character of a rate, and any preparation or discussion in relation to such a declaration*
- (h) *a discussion or decision of a matter at a meeting of a council if the matter—*
  - (i) *relates to a matter that was discussed before a meeting of a subsidiary or committee of the council*
  - (ii) *the relevant interest in the matter is the interest of the council that established the committee or which appointed, or nominated for appointment, a member of the board of management of the council subsidiary or regional subsidiary.*

*For the purposes of section 75A(3) of the Act, a member of a council who is a member, officer or employee of an agency or instrumentality of the Crown (within the meaning of section 73(4) of the Act) will be regarded as having a conflict of interest in a matter before the council if the matter directly concerns that agency or instrumentality but otherwise will not be regarded as having an interest in a matter by virtue of being a member, officer or employee of the agency or instrumentality.*

## *Local Government Act 1999 Section 75A(1)(2)*

### Engagement and membership with groups and organisations exemption

A member will not be regarded as having a **general** conflict of interest in a matter to be discussed at a meeting of council **by reason only of**:

- (1)(a) if the interest is held in common with a substantial proportion of the ratepayers, electors or residents of the council area and does not materially exceed the interest held by the other ratepayers, electors or residents; or
- (b) if the interest in the matter is that of an employer or employee of the member, and the member does not know, and could not reasonably be expected to know, of that interest; or
- (c) if the interest in the matter is that of a relative of the member, other than the member's spouse or domestic partner, and the member does not know, and could not reasonably be expected to know, of that interest; or
- (2) Without limiting subsection (1) above, a member of a council will not be regarded as having a general conflict of interest in a matter to be discussed at a meeting of the council by reason only of—
  - a) an engagement with a community group, sporting club or similar organisation undertaken by the member in his or her capacity as a member; or membership of a political party
  - b) membership of a community group, sporting club or similar organisation (as long as the member **is not** an office holder for the group, club or organisation)
  - c) the member having been a student of a particular school or his or her involvement with a school as parent of a student at the school
  - d) a nomination or appointment as a member of a board of a corporation or other association, if the member was nominated for appointment by a Council.

However, the member will still be required to give careful consideration to the nature of their association with the above bodies.

**For example:** If your **only** involvement with a group is in your role as a Council appointed liaison as outlined in the Council appointed liaison policy, you will not be regarded as having a conflict of interest actual or perceived in a matter and are NOT required to declare your interest.