

ANNUAL REPORT

2018 - 2019

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Gawler



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Statement of Commitment to Aboriginal Australians

The Town of Gawler is situated on the traditional lands of the Kaurna people
and we respect their spiritual relationship with their country.

We acknowledge the Kaurna people as the custodians of the greater
Adelaide Plains region and that their cultural and heritage beliefs are still
as important to the living Kaurna people today.

Front page photograph:
Gawler Civic Centre

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MESSAGE FROM THE MAYOR



It is my pleasure to present this years' Annual Report to you.

Council delivers a range of programs and services to its residents year-on-year. 2018/19 was no different, in fact it was arguably the most significant year since Council began in 1857 as it delivered the largest community infrastructure project of its time – the Gawler Civic Centre.

The redevelopment of the State Heritage Listed Town Hall and Institute buildings, jointly funded by the Australian Government, through the National Stronger Regions Fund (\$5.6m), and the Town of Gawler was completed in December 2018. The 2-year construction phase of the Gawler Civic Centre Redevelopment generated strong economic growth in the region. Applying construction figures provided by the Australian Bureau of Statistics, the financial investment in the Gawler Civic Centre resulted in more than 70 jobs in the construction industry and \$35 million in economic output.

The transformed buildings opened their doors to the public on 11 February and Council held its first Meeting in the new Council Chamber on Tuesday 26 February 2019.

Some elements of the Gawler Civic Centre were still in development during March, including the Heritage Gallery and Cultural Heritage Research Centre, due to complexities associated with receiving Council's significant Gawler Heritage Collection and relocating the Gawler Club. However, all areas were able to be opened when the Gawler Civic Centre was officially launched on Sunday 7 April 2019.

To celebrate the completion of such a significant project for Council and our community, Council held a seven-day festival of events and activities that showcased each functional area of the completed Centre. It truly was an honour to participate in the festivities and to officially hand-back these iconic buildings to the community when I launched the Gawler Civic Centre with Senator Gichuhi.

The fact that Council was able to afford to undertake the Gawler Civic Centre redevelopment is a testament to its prudent financial management. Meeting its financial sustainability target of an operating surplus for a 6th consecutive year, Council's 2018/19 financial year result returned an underlying operating surplus of approximately \$77,000.

Some other highlights of the 2018/19 financial year were:

November 2018 – Council Elections were held and Town of Gawler Council Members were sworn in. 4,716 of our residents voted in the 2018 election which brought over 50% change to our Council with four returning and six new Council Members elected alongside myself as Mayor.

November 2018 - The Gawler Reconciliation Action Plan (RAP) July 2018 – July 2020 was officially launched making Town of Gawler one of only three South Australian Council to have a RAP endorsed by Reconciliation Australia. The RAP outlines practical actions that Council and its partners are taking to build strong relationships and enhanced respect with Aboriginal people from across the region. The RAP ensures that staff, Council Members, volunteers and members of the community are able to contribute to the reconciliation process.

November 2018 – The Pioneer Park War Memorial was officially dedicated on 11 November 2018, the Armistice Centenary. Designed and developed by renowned South Australia artist Robert Hannaford AM, the Memorial is an important place of reflection for all of us to honour and remember the men and women who served and died for our country.

December 2018 – Council commenced a trial hard waste service for concession card holders. The trial service was limited to one collection/drop-off per eligible residential property in Gawler. Offering either a kerbside collection or drop-off at

Eco Waste Solutions, the trial was capped at 460 collections. Due to the success of this trial Council has chosen to expand the trial service to all residents in 2019/20.

June 2019 - Murray Street Upgrade Stage 6 was substantially completed with new road pavement, kerbing and footpaths constructed across the Gawler Mill Inn Bridge and north to the intersection with Murray Street South. These works also included structural strengthening to the Bridge ensuring that it remains fit-for-purpose for future generations.

Other major road infrastructure projects started in 2018/19. The first sod was turned for the Gawler East Link Road in November 2018. Once constructed this road will play an integral part in servicing both the existing and future communities of the Gawler East development zone and the surrounds and will reduce the impact of traffic generated from regional growth on the Gawler Town Centre.

In addition to the Gawler East Link Road project, the State Government is managing the delivery of the Main North Road/Tulloch Road Intersection Upgrade. This project entails the signalisation of the Main North Road/Tulloch Road/Morrow Avenue intersection, widening of Main North Road and upgrading the intersection of Barnet Road and Tulloch Road. Works commenced on site in early 2019 and are expected to be finished in the first half of 2020.

The third major road project conducted by the State Government, in partnership with Council, was the signalisation of the Main North Road/Dalkeith Road intersection. Council had been requesting for the State Government to deal with this black spot for some time so it was heartening to have this advocacy rewarded with the project finally completed.

I wish to thank all the Council Members, CEO Henry Inat, our hardworking Council Staff, and our amazing community for their ongoing dedication and commitment to our fantastic town.

I trust you will find this Annual Report informative as it showcases the achievements of the Town of Gawler on behalf of our community during the past twelve months.

Mayor
Karen Redman

MESSAGE FROM CHIEF EXECUTIVE OFFICER



It is with great pleasure that I present the 2018/19 Annual Report.

The last twelve months have continued from the previous year with another busy and exciting year for both the Council and the Gawler community more broadly.

The beginning of the year had focussed on, amongst other initiatives, preparations for the 2018 local government elections held in November 2018. The election saw Mayor Redman re-elected unopposed and six new Council Members elected to represent their community. The new team had established itself well, wasting no time in getting on with the business. I would like to take the opportunity to thank the Members from the previous Council, who have not continued, for their individual and collective dedication and contributions to the Gawler community.

Business continued in ensuring the progress of significant projects during the year. The three most important of which included the completion of the Civic Centre redevelopment (\$15.47m), construction commencement of the Gawler East link Road (\$60m) and the commencement of construction of the Murray Street Stage 6 Upgrade, which includes the restoration, structural upgrade and safety improvements to the Gawler Mill Inn Bridge (\$3.7m).

The restoration of the iconic state heritage listed Institute and Town Hall buildings will stand the test of time and provide an enhanced array of facilities and services that has transformed and created a public space of which we can all be very proud. The opening event and celebrations when presenting the new facility to the

community was testament to the importance of the project resulting in record numbers of people attending and enjoying the facility. The Gawler East link road which is jointly funded by the State Government, private developers and Council had commenced and is progressing well. Once completed in mid-2019 it will facilitate the continued development of the Gawler East area which over time will provide for an additional approximate 10,000 people joining and being part of the Gawler Community.

The Gawler Mill Inn Street Bridge is a critical piece of road infrastructure which has been in need of repair and upgrade for some years. Located in the central part of the Gawler Township much care and attention was directed at ensuring the construction period would not cause minimal disruption to local businesses, residents and visitors. The project is proceeding well with completion expected in late 2019.

Equally as important to the delivery of the above and other infrastructure projects has been the continued daily operations of Council in serving the day to day needs of residents, businesses and visitors to the area. As with previous years, staff at the Council are seeking to improve and do things differently and better where we can. Technology continues to be a focus in driving improved services and efficiencies. Mobility devices have continued to be deployed to staff in the field to enhance our 'just in time' data management and customer requests.

More can be done to improve how and what we do and we will continue to seek feedback from our customers. To this end a renewed focus on customer services had commenced with the formulation of a Customer Service Strategy. I look forward to reporting next year on how our renewed focus on this critical part of our business has driven real and sustained improved services to all our customers.

This period has also seen a renewed focus by the State Government wanting to see change and improved outcomes from Councils, particularly pertaining to cost of living pressures. Various reviews of the local government sector were announced and or understood to be pending. The main two of which comprised the State Government's report into Local Government Reform and the Productivity Commission review into Local

Government. The Town of Gawler stands ready to actively engage in this reform agenda and will constructively participate in contributing to the discussions to be had, and where possible, be an early adaptor of newly prescribed business processes that improves outcomes for the community we are here to serve.

In respect to our financial position Council achieved an underlying operating surplus of \$77,000, which was slightly above the estimated underlying surplus of \$47,000 included in the 2018/19 adopted budget. This was the sixth consecutive year that the Council has achieved an operating surplus, consistent with its financial policy targets. Recent major asset investment, most notably the restoration of the State heritage listed Town Hall and Gawler Institute into the iconic Gawler Civic Centre and the rehabilitation of the Gawler Mill Bridge, has increased Council's debt (\$20.2m as at 30 June 2019), consistent with planned forecasts encapsulated in Council's Long Term Financial Plan. Council's Net Financial Liabilities Ratio of 84.3%, as at 30 June 2019, is within Council's policy, and the widely accepted industry threshold, of 100%. The Long Term Financial Plan forecasts that the ratio result will peak at 90% in 2019/20, after which the ratio result is estimated to incrementally reduce to 57% within five years.

Council continued to invest the required funding in the replacement and renewal of its fixed assets (i.e. road infrastructure assets, buildings, etc.), thereby importantly ensuring asset conditions are appropriately maintained and maintenance backlogs are avoided. The 2018/19 financial year was the fourth consecutive year where Council has achieved an Asset Renewal Funding Ratio of over 90%, consistent with its financial policy target.

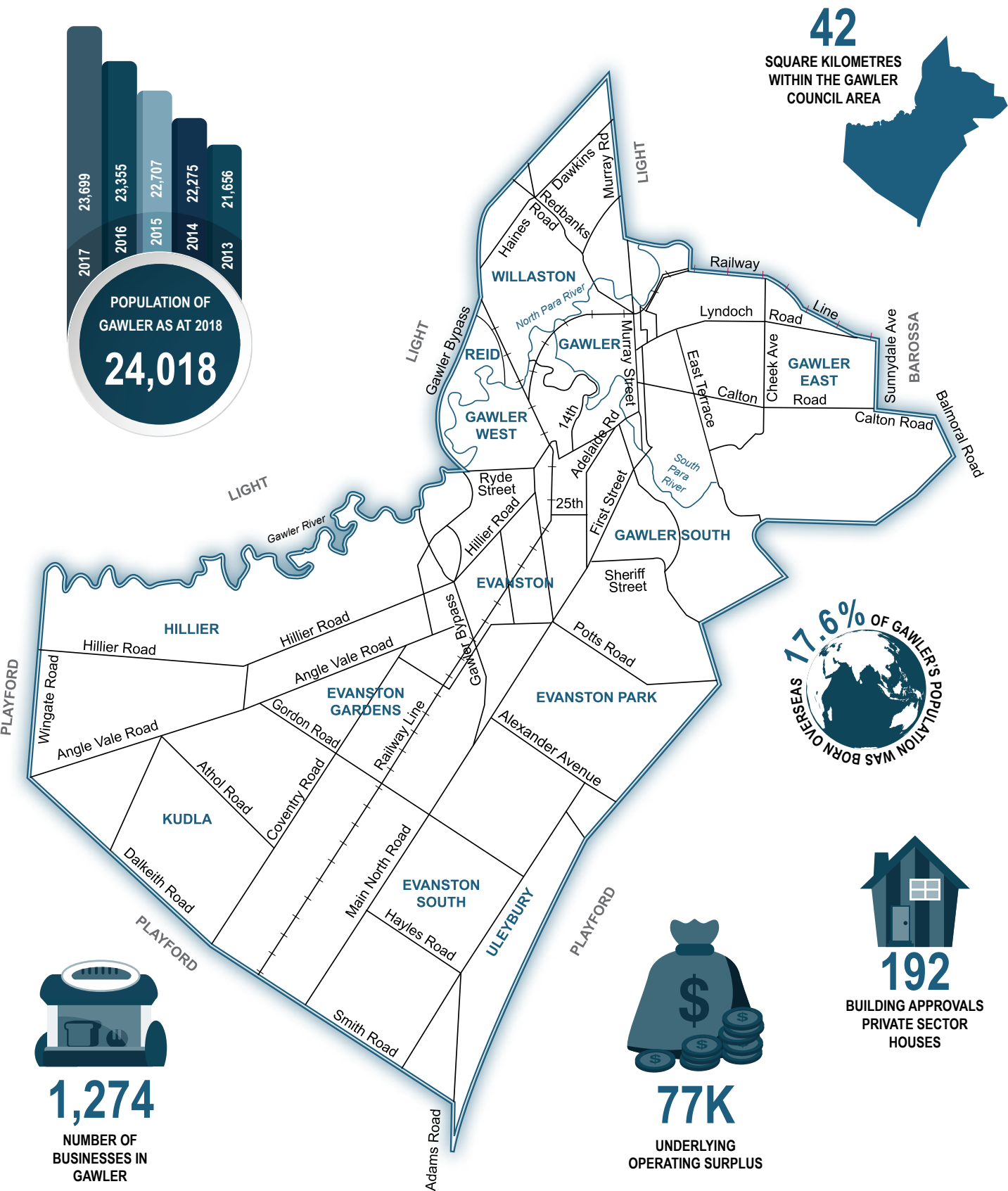
As in previous years I would like to thank all staff and Council volunteers who continue to deliver a wide range of quality services to the community. I would also like to thank the Mayor and Council Members for their ongoing support throughout the year.

In closing, this Annual report details the diversity of the services and outcomes achieved by the Gawler Council which is here to serve the needs and help achieve the Gawler community's aspirations.

CEO
Henry Inat.

Established in 1839 Gawler is South Australia's first country town and the largest and most significant historic town.

Gawler is located 42 kilometres north of the Adelaide Central Business District and identifies itself as a separate township between the city and the country.



The Local Government Elections were held in November 2018, resulting in the Members below being elected.



Mayor Karen Redman



Cr Kelvin Goldstone



Cr Paul Little



Cr Ian Tooley



Cr Cody Davies



Cr David Hughes



Cr Brian Sambell



Cr Jim Vallelonga



Cr Diane Fraser



Cr Paul Koch



Cr Nathan Shanks

We would like to thank the previous Members shown below for their service to the community.



Cr Kevin Fischer



Cr Beverley Gidman



Cr Marilyn Nicolson



Cr Adrian Shackley



Cr Robin Symes

YOUR COUNCIL

COUNCIL MEMBER ALLOWANCES 2018/2019

Council Member Allowances (July 2018 – June 2019)
Mayor.....\$69,080
Councillors.....\$17,270

Audit Committee Independent Member Allowances

Chair (Independent Member) \$5,807 per annum
Independent Member \$4,223 per annum.
Councillors sitting on this Committee receive no additional benefits or allowances.

Council Development Assessment Panel Independent Member Allowances

Chair (Independent Member) \$400 per meeting
Independent Member \$300 per meeting
Councillors sitting on this Committee receive no additional benefits or allowances.

COUNCIL MEMBER TRAINING AND DEVELOPMENT

All Council Members completed mandatory training as required by the Local Government Act 1999, in December 2018 following the local government general election.

Council Members attended the following training and development activities during 2018/19.

- Mandatory Training
- Code of Conduct and Bullying and Harassment
- Conflict of Interest
- Meeting Procedures

ELECTOR REPRESENTATION

Town of Gawler is represented by the Mayor and 10 Area Councillors.

Council’s total representation quota (the number of electors for each Councillor) is 1:1,605 (17,659 electors). A comparative table below compares local and similar sized councils to Gawler, as at 28 February 2019.

	Town of Gawler	The Barossa Council	Light Regional Council	City of Murray Bridge	City of Whyalla	City of Alexandrina
Electors	17,659	17,600	10,316	14,334	15,248	20,350
Councillors	11	12	11	10	10	12
Ratio	1,605	1,466	937	1,433	1,524	1,695

(Information
supplied by
Local
Government
Association)

PUBLIC PARTICIPATION AT MEETINGS

Members of the public are welcome to attend Council and Committee meetings. Agendas of Council and Committee meetings are placed on public display no less than three days prior to meetings except for Special meetings. Minutes are available for viewing within five days of that meeting at Council’s Administration Office and on Council’s website www.gawler.sa.gov.au

Members of the public have many opportunities to express their views to Council on particular issues.

1. **Deputations** – People wishing to appear at a meeting of Council, or Committee, must make a written request to the Chief Executive Officer, no later than two weeks prior to the meeting date. The request must include a summary of the deputation.
2. **Petitions** – Written petitions (including letters of multiple signatories) can be addressed to the Council on any issue within the Council’s jurisdiction. The recommended petition format is published on Council’s website.
3. **Written Requests** – A member of the public can write to the Council regarding any Council policy, activity or service. Service requests can also be made via Council’s web site.

4. **Council Members** – People can contact Members of the Council to discuss any issue relevant to Council.
5. **Public Open Forum** – is held at the commencement of each ordinary Council Meeting to encourage direct communication between the public and Council. There is a 20-minute open segment to make statements or ask questions. The time available is allocated to speakers on an equal basis with a maximum five minutes per speaker. Therefore, if five people want to participate, then a maximum of four minutes each will be allocated. The Mayor will ask for the names of people wishing to participate.
6. **Staff Members** – Members of the public can contact Council staff to discuss any issue relevant to Council.
7. Council also holds workshops which in the majority of circumstances are held in public.

DECISION MAKING

The Local Government Act 1999 sets out the principal roles, functions and objective of Councils, with a principal role being ‘to act as a representative, informed and responsible decision maker in the interests of the community’.

To assist the elected Council to discharge its responsibilities to the community it relies on the CEO and senior staff to guide policy formation, undertake day to day management of the Council and put into place the decision made by Council.

A delegation is the means by which a Council may authorise another person or body to exercise certain powers and functions. Delegation enables the Council to focus on policy and strategy and enables the day to day operations of the Council to be carried out by the Council’s administration.

Section 41 of the Local Government Act 1999 enables Council to establish Committees to assist in the performance of its function. The role of a Committee is determined by Council and documented in a Terms of Reference. The following committees have been established by Council: CEO Performance Management Panel, Corporates and Community Services, Infrastructure and Environmental Services Committee, Audit Committee, Gawler Youth Advisory Committee, and the Gawler Heritage Collection Committee.



1st Council meeting in the new chambers

COMMITTEE STRUCTURES

Corporate and Community Services Committee

The Corporate and Community Services Committee has been established to assist Council in the performance of the following functions of Council:

- Human Resources
- Information Technology
- Customer Services
- Insurance and Legal
- Economic Development
- Tourism
- Council Property Administration [leases]
- Community Assistance and Support
- Home Assistance Scheme and other Elderly Support Services
- Children & Youth Services
- Library and Community Information Services
- Sport, Recreation and Community Facilities
- Immunization
- Corporate Communications and Marketing
- Local Government and Intergovernmental Relations
- Local Government Structural Reform
- Policy Reviews
- Records Management; and
- Council Member Services

Council has delegated powers under certain Acts of Legislation to this Committee.

Infrastructure and Environmental Services Committee

The Infrastructure and Environmental Services Committee has been established to assist Council in the performance of the following functions of Council:

- Public Works
 - Roads
 - Footpaths
 - Stormwater
 - Flood mitigation and flood protection
 - Parks, gardens, playgrounds and reserves
- Traffic Management
- Murray Street Upgrade
- Directional and Civic Signage
- Asset Management
- Property Management (maintenance and upgrades)
- Cemeteries
- Development
 - Building
 - Planning
 - Heritage
- Waste Management
- General Inspectorial Services
 - Animal and plant control
- Environment and Community Health
- Emergency Management

Council has delegated powers under certain Acts of Legislation to this Committee.

Chief Executive Officer Performance Management Panel

The CEO Performance Management Panel is established to assist the Council in the performance of the following functions of the Council by acting as a selection panel pursuant to section 98(4) of the Act in the event of a vacancy in the position of Chief Executive Officer.

The Panel is established to inquire into and report to the Council on the following matter(s) within the ambit of the Council's responsibilities:

- The Chief Executive Officer's Performance
- The Chief Executive Officer's Performance Measures
- The remuneration and conditions of employment for the Chief Executive Officer

The Panel is established to perform or discharge delegated powers, functions or duties that are delegated to the Council from time to time such as appointing a consultant to review remuneration and package of the Chief Executive Officer and make recommendations to the Panel.

Gawler Heritage Collection Committee

The Gawler Heritage Collection Committee is established to provide advice to the Council on the following:

- Implementation, management and review of the Gawler Heritage Collection, the Gawler Heritage Collection Management Plan and related policies and procedures;
- Identifying internal and external funding applications including grant and sponsorship opportunities;
- Initiatives that restore the status, significance and awareness of collection within the Council's administration and within the broader community;
- Local issues, projects, public program initiatives, events and community engagement opportunities in regard to the Gawler Heritage Collection; and
- Any other matters referred to it by the Council, other Council committees and the CEO.

Gawler Youth Advisory Committee

The Gawler Youth Advisory Committee is established to assist the Council in the performance of the following functions of the Council:

- Provide a communication link between young people in the Gawler community and Council;
- Promote a positive image of young people in the community; and
- Ensure the Council Youth Plan remains relevant and implemented.

The Committee is established to provide advice to the Council on the following:

- Matters affecting youth;
- Informing the Gawler community about issues facing young people;
- Identifying funding opportunities and preparation of grant applications; and
- Initiatives that raise the profile of young people and encourage the positive development of youth.

OTHER COUNCIL COMMITTEES

Audit Committee

The Audit Committee established under Section 126 of the Local Government Act 1999. This Committee includes a minimum of two independent members with recent and relevant financial, risk management and internal audit experience.

The functions of the Audit Committee include:

- reviewing annual financial statements to ensure that they present fairly the state of affairs of the Council;
- proposing, and providing information relevant to, a review of the Council's strategic management plans or annual business plan;
- proposing, and reviewing, the exercise of powers under section 130A;
- liaising with the Council's auditor; and
- reviewing the adequacy of the accounting, internal control, reporting and other financial management systems and practices of the Council on a regular basis.

The Committee is comprised of three Council Members (including the Mayor) and two Independent Members

Council Assessment Panel

Councils play an important and significant role as a 'relevant authority' under the Development Act 1993 and Planning, Development and Infrastructure Act 2016, assessing and making decisions about development applications which will impact on the character and amenity of the area.

Council appoints a Council Assessment Panel under Planning, Development and Infrastructure Act 2016 to exercise development assessment powers and functions. The Panel comprises of four specialist, independent experts including the Presiding Member, as well as one Council Member.

Subsidiaries

The following Subsidiary Committees have been established in accordance with the requirements of the Local Government Act. Annual Reports for these subsidiaries are available in this document.

Northern Adelaide Waste Management Authority (NAWMA) (Section 43)

Gawler River Floodplain Management Authority (GRFMA) (Section 43)



BMX Pump Track completed by the Gawler BMX Club using funding received by the State Government's Fund My Neighbourhood program

CONFIDENTIAL ITEMS CONSIDERED

Confidential Items considered

Confidential Items as at 1 July 2018 to 30 June 2019	Numbers of Orders
Total number of orders made under Section 90(2) of the Act in the financial year	22
Total number of orders made under Subsection 91(7) in the financial year	Nil
Number of orders made in the financial year that expired, ceased to apply or were revoked during the financial year	Nil

Relevant placita of Local Government Act (SA) 1999	Explanation S 90 (2) Information the disclosure of which would;	Number of occasions used
90(3)(a)	unreasonable disclosure of information concerning the personal affairs of any person (living or dead)	7
90(3)(b)(i) and (ii)	prejudice the commercial position of Council or be contrary to the public interest	11
90(3) (c)	would reveal a trade secret	5
90(3) (d)(i) and (ii)	commercial information ...prejudice the commercial position ... or a commercial advantage on a third party and be contrary to the public interest	5
90(3)(e)	matters affecting the security of the Council, members or employees of the Council, or Council property, or the safety of any person	0
90(3)(f)	prejudice the maintenance of the law prevention, detection or investigation of criminal offence, or right to a fair trial	0
90(3)(g)	not breach any law	0
90(3)(h)	legal advice	5
90(3)(i)	information relating to actual litigation, or litigation that the Council or Council committee believe on reasonable grounds will take place	0
90(3)(j)(i) and (ii)	divulge information provided on a confidential basis by or to a Minister of the Crown, or public authority ... be contrary to the public interest	4
90(3)(k)	tenders for the supply of goods, the provision of services or the carrying out of works	7
90(3)(m)	information relating to a proposed amendment to a Development plan under the Development Act 1993 before a Plan Amendment Report relating to the amendment is released for public consultation under that Act	4
90(3)(n)	information relevant to the review of a determination of Council under the Freedom of Information Act 1991.	0



Hard Waste Trial user

Original Meeting Date	Last Review Meeting Date	Subject	Nature of Confidentiality Section 90(3)	Status as at 30/6/2019
22/03/2016	28/5/2019	Proposed Permanent Road Closure Report Victoria Terrace	(b)	Released
25/10/2016	28/5/2019	Gawler East Link Road Update	(a) & (h)	Retained
07/11/2016	28/5/2019	Gawler East Link Road	(a)	Retained
22/11/2016	28/5/2019	Proposed Permanent Portion Road Closure - Sixth Street, Gawler South	(b)	Retained
28/02/2017	28/5/2019	Local Government Association of SA Business Case for a Public Lighting Service	(c)	Retained
28/03/2017	18/12/2019	Acquisition of Land, Evanston Gardens	(b)	Released
26/09/2017	28/5/2019	Road Closure and Divestment of Land at Krieg Road, Evanston Park	(b)	Retained
21/11/2017	28/5/2019	Gawler East Link Road Update Report	(b) (j)	Retained
28/11/2017	28/5/2019	Public Lighting Dispute Update	(i) (j)	Retained
05/12/2017	28/5/2019	Gawler East Link Road Update Report	(b) (j)	Retained
12/12/2017	18/12/2018	Divestment of Land at Overway Bridge Road, Gawler West	(b)	Released
07/02/2018	28/5/2019	Gawler East Link Road Update – Key Financial Elements	(j)	Retained
27/02/2018	22/5/2018	Gawler River Floodplain Management Authority – Reappointment of Chairperson	(a)	Released
27/02/2018	28/5/2019	Offer to Purchase Council Land Adjoining Smithfield Memorial Park, Evanston South	(b)	Retained
27/03/2018	18/12/2018	Divestment Strategy for Lot 300 Angle Vale Road, Evanston Gardens		Release in full
10/04/2018	18/12/2019	Rural Areas – Statement of Intent – Development Plan Amendment	(m)	Released
24/04/2018	18/12/2019	Rural Areas – Statement of Intent – Development Plan Amendment	(m)	Released
22/05/2018	28/5/2019	Divestment of Council Land, Evanston South	(b)	Retained
07/08/2018	28/5/2019	Woodvale Land Division 490/D023/16 (Variation To Stage 5) and Life Style Developments Land Division 490/D032/15	(b)	Retained
07/08/2018	18/12/2018	Krieg Road, Evanston Park Auction Result	(c)	Released
16/08/2018	28/5/2019	CEO Performance Management Review Update	(a)	Retained
28/08/2018	28/5/2019	Business Innovation Hub Recommended Operator	(d) (k)	Partial Release
28/08/2018	28/5/2019	Confidential Recommendations from CEO Performance Management Panel Meeting Held on 16 August 2018	(a)	Retained
13/09/2018	28/5/2019	Murray Street Upgrade Stage 6 - Update Report	(k)	Partial Release
25/09/2018	28/5/2019	Legal Advice - Gawler Civic Centre Stonework	(h)	Retained
23/10/2018	28/5/2019	Review of Confidential Items	(a) (b) (c) (d) (h) (j) (k) (m)	Retained
27/11/2018	28/5/2019	Review of Confidential Items	(a) (b) (c) (d) (h) (j) (k) (m)	Retained

18/12/2018	28/5/2019	Civic Centre Redevelopment Project Financial Overview	(b)(i)	Retained
18/12/2018	28/5/2019	Review of Confidential Items	(a) (b) (c) (d) (h) (j) (k) (m)	Retained
22/01/2019	28/5/2019	Review of Confidential Items	(a) (b) (c) (d) (h) (j) (k) (m)	Retained
26/02/2019	28/5/2019	Barossa Regional Procurement Group - Tender - Provision of New Surfacing Works and Resurfacing of Sealed Roads - BRPG 006-2018	(k)	Partial Release
26/02/2019	28/5/2019	Electricity Procurement through Local Government Association Process	(k)	Retained
26/02/2019	18/12/2018	Expression of Interest Result - Lot 300 Angle Vale Road, Evanston Gardens	(b)	Released
26/02/2019	28/5/2019	17.1 Rural Land Use and Infrastructure Investigation Nature of Confidentiality		Retained
18/03/2019	28/5/2019	Chief Executive Officer Performance Management Review Update	(a)	Retained
26/03/2019	28/5/2019	Springwood Traffic Interventions and Community Infrastructure Deed Update	(b), (d), (h)	Retained
23/04/2019	28/5/2019	Woodvale Development Stage 5 Variation Land Division Application 490/D023/16	(b)(i) (d)(ii)	Retained
23/04/2019	28/5/2019	Krieg Road Evanston Park Road Closure - Value of Land	(b)(i)	Retained
23/04/2019	28/5/2019	Divestment of Council Land, Smith Road and Main North Road, Evanston South	(b)(i)	Retained
25/06/2019		Lot 300 Angle Vale Road - Sale Update	(b)(i)	Released



Community Grant Winners

Role of the Chief Executive Officer

Role of Council

The role of Council as set out in the Local Government Act can be summarised as follows:

- Provide for the government and management of the Council area.
- Act as a representative, informed and responsible decision maker in the interests of the community.
- Provide and co-ordinate various public services and facilities.
- Develop the community and resources in a socially just and ecologically sustainable manner.
- Encourage and develop initiatives for improving quality of life of its residents.
- Represent the interests of the residential and business community.
- Exercise, perform and discharge statutory powers, functions and duties.

The Chief Executive Officer provides leadership to the organisation and is responsible for ensuring Council's local by-laws, decisions and policies are implemented in line with the Local Government Act 1999, and other relevant legislation.

The Chief Executive Officer is also responsible for providing timely professional advice to Council and managing a professional relationship with the Mayor, Councillors, staff and volunteers.

Community Engagement

Council is committed to delivering effective community engagement to identify and understand community concerns and aspirations, support mutual communication and deliberation, build effective partnerships and encourage active participation. Our framework for community engagement is based on good governance and strong leadership and aids Council to make informed decisions to guide the Town's priorities into the future.

Council's Public Consultation Policy sets out the principles and procedures that Council will follow to involve the community in planning and decision making, and to ensure accountability of the Council to the community through effective communication and engagement strategies.

The principles underpinning this Policy are:

- The community has a right to be involved in, and informed about, decisions affecting their area;
- Community involvement in Council decision making will result in greater confidence in the Council and more responsible decision making;
- Council decision making should be open, transparent and accountable;
- The level of consultation with the community will vary depending on the community interest in the topic, the number of persons potentially affected by the topic and the requirements for consultation set out in the Act for specific topics; and
- Council's need to balance community views and interests with other influences such as budgetary constraints.

Engagement with the community takes a variety of forms including, but not limited to:

- Your Voice Gawler, Council's online engagement platform
- Letters
- Surveys
- Public forums
- Community meetings or workshops
- Focus groups
- Distribution of various pamphlets or publications
- Displays at Council customer service points

The following are examples of recent community engagements undertaken by Council:

- Development of Strategic Documents and Master Plans – involves broad community consultation and targeted engagement with key stakeholders, face to face meetings, community drop-in sessions, community information workshops and displays at customer service points;
- Development Applications - residents are notified (where there is a legislative requirement to do so) of some development applications. When an application is publicly notified, residents have the opportunity to write to Council expressing their view on the application or personally address the Council before a decision is made;

- Streetscape Upgrades – targeted consultation with a defined catchment area around the project in developing concept plans and then at key times of implementation of the works;
- New Leases and Extension of Leases - interested persons are invited to make submissions on the proposed lease; and
- Surveys – a range of surveys distributed to capture community feedback regarding a variety of topics.

Risk Management

Local Government in South Australia is self-insured through the Local Government Risk Services with all insurance covers placed through this scheme (Workers Compensation, Public Liability, Professional Indemnity, Building, Fleet, etc.).

Council continues to work towards compliance with the SA Local Government Associations ‘One System’ approach to Work Health and Safety. Council employs a Work Health Safety Officer to provide formal consultations with staff via the Work Health Safety Committee and through the Local Government Association Workers Compensation Scheme.

Auditor Remuneration

Remuneration paid to Council’s auditors, Dean Newbery and Partners for work performed in 2018/19 financial year was \$30,520.

Senior Executive Officers Annual Remuneration

Gawler Council’s Executive Group consisted of the Chief Executive Officer and five Managers each receiving a package of base salary in the range of \$157,593 to \$262,090 inclusive of Superannuation contributions and may also include allowances or benefits such as use of a private motor vehicle and provision of telecommunications equipment and salary sacrifice contributions. The register of employee remuneration and benefits is available for inspection upon request at the Administration Centre.

Internal Review of Council Decisions (Section 270)

Gawler Council is committed to transparent decision making processes and to providing access to a fair and objective process for the internal review of its decisions. Grievances may arise as a result of dissatisfaction with a decision about a policy, process, service or fee. Council will attempt to resolve grievances quickly and efficiently without the need for formal applications for review to be lodged. The processes in place provide guidance for dealing with formal requests for internal review of decisions of Council, its employees and other people acting on behalf of Council.

Internal Review of a Council decision is a process established by legislation (Section 270 of the Local Government Act 1999) that enables a resident or ratepayer to request that Council reconsider the evidence relied on to make a decision, including new evidence if relevant. The Council will apply its Internal Review of a Council Decision Policy and Internal Review of a Council Decision Procedure upon receipt of a signed Internal Review of a Council Decision Application Form.

Internal Reviews of decisions are only appropriate where a particular identifiable decision is in issue. Internal Reviews of decisions cannot necessarily provide immediate resolution of grievances. For these reasons, lodging a formal ‘Complaints and Requests for Services’ through Council’s website or with Customer Service staff may be more appropriate processes in the first instance.

This year the Town of Gawler received one request to undertake an Internal Review under Section 270 of the Local Government Act 1999.

- Review of a decision under the Development Act 1993. Declined.

The Section 270 was declined in accordance with Council Policy as it was outside of the required 6 month time limit and the complaint was in reference to a development application which has a separate appeals process.

Freedom of Information

Thirteen Freedom of Information applications were received, 2 were withdrawn, 2 were closed and 9 were determined by Council under the Local Government Freedom of Information Act in the twelve months to 30 June 2019.

Inquiries or requests for information under the Act should be forwarded to:

Freedom of Information Officer
Town of Gawler
PO Box 130
Gawler SA 5118

Freedom of Information Statement

The Freedom of Information Statement is published annually by Gawler Council in accordance with the requirements of the Freedom of Information Act 1991 and is available on the Council’s website.

Access to Council Documents

Many Council documents are available for public inspection at Town of Gawler Administration Centre, 43 High Street, Gawler East, in accordance with Section 132 and Schedule 5 of the Local Government Act 1999. Persons may purchase these documents by payment of the fees set out in the Fees and Charges Register. Many of the documents are also available for viewing on Council’s website: www.gawler.sa.gov.au

Registers

The following registers are available for public inspection: Members Register of Interests, Members Register of Allowances and Benefits, Members Gifts and Benefits, Campaign Donation Returns, Officers Register of Salaries, Officers Register of Interests, Employees Gifts and Benefits, Fees and Charges, Assessment Book, By Laws, Community Land, Community Management Plan Delegations, Development Applications, Dogs, Parking Controls and Public Roads.

Codes and Policies

Codes of Conduct or Practice and Council Policies are available on the Council website, including those required by legislation.

Community Land and Council Facilities

Gawler Council has Community Land Management Plans developed for public parks, reserves and other land under Council’s care and control. These plans identify the purpose for which the land is held, the objectives of the management of the land and policies or proposals that may affect the land. A register of community land is available for inspection on Council’s website.

As the owner of community land, Council recognises that it has a key role to play in providing a diverse range of recreation, sport and other facilities in collaboration with local clubs, associations, organisations and groups to meet the needs and interests of the community. This is one of many services that Council provides which contributes towards the creation of healthy and active communities.

A number of policies have been developed to provide a framework and guide the development and establishment of Ground Leases between Council and community incorporated organisations.



Mayor’s Christmas Card Competition Winners

The Gawler Community Plan is Council's principal strategic document and a reflection of the community's collective aspirations.



Community Plan 2017-2027



Sportsperson Award Winners

Community Plan 2017 - 2027
The Gawler Community Plan is Council's principal strategic document and a reflection of the community's collective aspirations. It guides Council's decision-making in all aspects, influencing the allocation of resources in the delivery of its services to the community.

The Community Plan acknowledges Identity, Growth, Community, Environment and Leadership as key pillars of performance, and outlines a series of goal, objectives and strategies within each of the above themes in order to achieve the community's collective aspirations.

Council is due to commence a review of its Community Plan in 2019 following the Local Government election held in 2018 to ensure its vision still aligns with community sentiment.

Divisional Business Plans
Divisional Business Plans are a key strategic document in Council's overarching Corporate Management Framework. They outline the ideologies highlighted within the Corporate Plan and align each divisions resources with a series of actions and tasks in order to deliver the vision, objectives and strategies outlined in Council's Community Plan.

They also set the framework for how each division will measure and report of on its performance.

Annual Business Plans / Budget
The Annual Business Plan identifies the specific actions and programs of works which will be undertaken by Council during the financial year. The Annual Business Plan is directly linked to the objectives and strategies contained within the Community Plan.

The Local Government Act 1999, and the associated Local Government Financial Management Regulations 2011, prescribes the financial governance practices that must be applied by the Council.

- The key legislative requirements in this regard are as follows:
- Adoption of an Annual Business Plan / Budget - the Council adopted the 2018/19 Annual Business Plan / Budget on 26 June 2018
 - Annual review of the Long Term Financial Plan – adopted on 26 June 2018
 - Periodic reviews of the Annual Budget – Council reviewed the 2018/19 Budget as at the end of November 2018, January 2019 and March 2019
 - Preparation of General Purpose Financial Statements – the independently audited Statements are included as an appendix to this Annual Report.

- In addition to the legislative requirements mentioned above, Council also incorporates the following activities within its financial governance framework:
- Monthly Finance reports are tabled to Council outside of the periodic quarterly budget reviews completed
 - A Council Comparative Data report, which compares the financial performance of the Council against similar sized Councils is prepared on an annual basis

Long Term Financial Plan
The Long Term Financial Plan is reviewed and updated annually to provide an indicative ten-year outlook of Council's longer-term financial aspirations.

- Key elements of the annual review process include:
- **Operating Result** – the key financial performance measure of a Council is its recurrent financial result. A financially sustainable Council is represented by a Council which achieves an on-going modest operating surplus, without the need for unplanned increases in rates or disruptive cuts to services.

The Long Term Financial Plan currently projects short term operating deficits being incurred in the 2020/21 and 2021/22 financial years, primarily as a result of new depreciation expense in the order of \$500k that will be incurred following the completion of the Gawler East Link Road, which is currently earmarked for full completion early in the 2020/21 financial year. The Plan then forecasts Council returning to operating surplus positions for the remaining years of the 10-year outlook.

The Long Term Financial Plan is predicated on 3% p.a. increases in General Rate revenue from existing ratepayers, noting that recent increases have been limited by Council to 2.4% (2018/19) and 2.3% (2019/20).

• **Debt Management** – A Council's overall financial position is measured by its Net Financial Liabilities Ratio, which discloses the Net Financial Liabilities as a percentage of its annual Operating Revenue. The widely accepted industry measure, and Council policy, is that the Net Financial Liabilities Ratio should not exceed 100%.

In this context, the current Long Term Financial Plan projects the Net Financial Liabilities Ratio peaking at 90% in the 2019/20 financial year, following the major investment in asset replacement renewal that has occurred in recent years (most notably the restoration of the State heritage listed Town Hall and Gawler Institute into the iconic Gawler Civic Centre and the rehabilitation of the Gawler Mill Bridge).

With such important asset investment now completed, the primary financial focus of the Council over the coming years will be towards immediate and sustained debt reduction, such that the Council can then incrementally build external borrowing capacity for its next major iconic asset investments. In this regard, the Council has already identified that its next iconic asset investments will be the redevelopment and expansion of Karbeethan Reserve and the development of a Regional Aquatic Centre. The Council will be seeking Federal and/or State Government grant funding to assist in bringing such projects to a reality.

• **Asset Management Funding** - Council's Infrastructure and Asset Management Plan outlines the asset management funding required to maintain Council's fixed long-term assets (such as buildings, roads, footpaths, stormwater drainage, etc.) in an appropriate condition to support and maintain identified asset service levels. It is important, and a legislative requirement, that the asset management funding identified in the Infrastructure and Asset Management Plan is incorporated within the Long Term Financial Plan.

Competitive Tendering
Council's Procurement Policy defines the methods by which Council can acquire goods and services and sets out key principles to ensure probity, equity, transparency and accountability in its purchasing processes and practices. The policy is available for inspection at Council's Principal Office or on the website.
This year Council advertised eight public tenders through the SA Tenders and Contracts website. Gawler Council, as part of the Barossa Regional Procurement Group, also tendered for the provision of Security Services, Fire Compliance Services, Playground Audits and Hygiene Services on a regional basis, where one or more of Barossa Regional Procurement Group member Councils collaborated in a market approach.

The Barossa Regional Procurement Group is an alliance between the Town of Gawler, The Barossa Council, Mid-Murray Council, Light Regional Council and the Adelaide Plains Council. The aim of the Group is to improve internal procurement practices, create efficiencies and reduce the burden on suppliers through standardisation of procurement documentation and deliver potential cost savings for all member Councils.

The Barossa Regional Procurement Group achieved these aims through the tender process of four tenders this financial year.

National Competition Policy

The objective of the National Competition Policy is the elimination of resource allocation distortions arising out of the public ownership of entities engaged in significant business activities. Government businesses should not enjoy any net competitive advantage as a result of their public sector ownership. These principles only apply to the business activities of publicly owned entities, not to the non-business, non-profit activities of these entities.

Council commenced operations at the Gawler Civic Centre in February 2019. Council is directly responsible for managing venue hire for meetings and functions within the Gawler Civic Centre and has set commercial hire rates for this purpose based on regional benchmarking. The Institute Hall also hosts live performance activity on a cost recovery basis via ticket sales. Both of these business operations are being conducted in accordance with the National Competition Policy.

Two other commercial businesses are operating from the Gawler Civic Centre namely Niina Marni Kadlitiya (Social Enterprise Café) and the Business Innovation Hub. Council has entered into management agreements with private operators for these businesses being Red Centre Enterprises and Andrew Morris respectively. These management agreements provide for compliance with the National Competition Policy.



Barossa Regional Procurement Group

Council did not receive any complaints alleging a breach of competitive neutrality during this period.

Infrastructure and Asset Management Plans

Council's Infrastructure and Asset Management Plans cover all assets; property, infrastructure, plant and equipment as described in Council's Asset Register. The purpose of the Plans is to ensure the long-term, sustainable management of Council's assets appropriate to community expectations and Council needs. The Plan was updated this financial year in consideration of Council's Community Plan, Development Plan, Long Term Financial Plan and Annual Business Plan.

The Plans are summarised annually in the Long Term Infrastructure & Asset Management Plan (IAMP) which identifies capital investment funding required, over a ten year horizon currently totalling approximately \$65M. This funding is relative to the replacement/renewal of Council's \$300m+ stock of infrastructure, property, plant and equipment assets as well as supports new projects being delivered each year.

In this regard, the funding required over the ten year horizon caters for the replacement/renewal of assets at the end of their identified useful or economic lives – with such lives, in turn, informed by either Council's various service standards, past experience, or accepted industry guidelines / standards. The IAMP also charts and informs identified potential investment in new/ upgraded assets. Such investment, which is more of a 'discretionary' nature when compared to the replacement/ renewal of existing assets, is informed by either external grant funding secured (recent examples being funding secured for the Gawler Civic Centre, Murray Street Stage 6 and Walker Place precinct redevelopments), various infrastructure deeds with developers (which may outline various future agreed infrastructure commitments from Council), various independent management plans (e.g. the Gawler Open Space Sport & Recreation Plan, Walking and Cycling Plan), or Council's own longer term aspirations.

The Town of Gawler
Community Plan 2017-
2027 presents five key
Strategic Goals:

In 2016/17 a review of the Community Plan 2014-2024 was undertaken to ensure it reflected current community aspirations. The review involved engagement with elected Council Members, staff and the wider community and the revised Plan was adopted by Council in October.



OUR IDENTITY

GOAL 1:

A Uniquely Identifiable Township



OUR GROWTH

GOAL 2:


Managed and Sustainable Growth



OUR COMMUNITY

GOAL 3:


A Healthy, Active, Safe, Engaged Community



OUR ENVIRONMENT

GOAL 4:

To Respect and Nurture the Environment



OUR LEADERSHIP

GOAL 5:

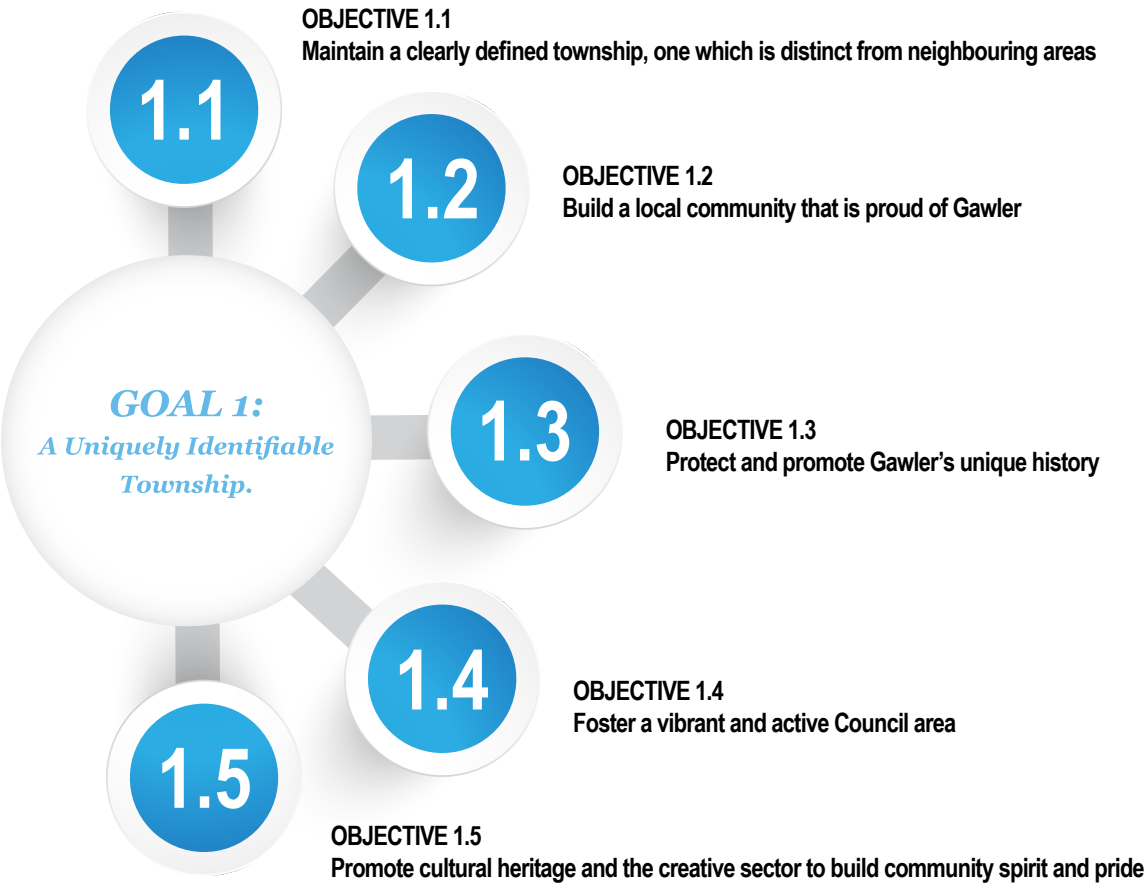
A Strong, Vibrant Community

Each of the Goals provides a reference in Council's daily operations and service delivery outcomes. These outcome areas, associated goals, objectives and strategies have formed a critical reference point in reporting achievements this year.

This section of the Annual Report provides a summary of key achievements over the year.



Turning of the first sod for the construction of the Gawler East Link Road



The following is a reflection of the Key Achievements relating to Goal 1 - A Uniquely Identifiable Township.
The more significant Key Achievements for Goal 1 are featured on the next few pages.

OBJECTIVE 1.1 Maintain a clearly defined township, one which is distinct from neighbouring areas

- Rural Land Use and Infrastructure Investigation & the Rural Areas Development Plan Amendment

OBJECTIVE 1.2 Build a local community that is proud of Gawler

- Community Grants 2018/19
- External Grants Program
- Community Engagement
- ANZAC Day
- Marketing and Communications
- Gawler and Districts Community Services Forum
- Unsightly Premises

OBJECTIVE 1.3 Protect and promote Gawler's unique history

- Gawler Civic Centre redevelopment
- 1. Regional Business Innovation Hub

- 2. Regional Gawler Heritage Collection Gallery & Cultural Heritage Centre
 - Heritage Gallery
 - The Reading Room
 - The Research Centre
- 3. Regional Multi-Purpose function venue (including Community meeting rooms)
- 4. Regional Smart Library
- 5. Social Enterprise Café
- 6. Youth Space
- Gawler Club Inc.
- Rehabilitation Gawler Mill Inn Bridge
- Willaston Cemetery Conservation and Management Plan
- Heritage Collection Management and Action
- History Month Guided Walking Tours
- Historic Walls Grant Scheme
- Pioneer Park War Memorial
- Gawler Reconciliation Action Plan
- National Reconciliation Week
- NAIDOC Week

OBJECTIVE 1.4 Foster a vibrant and active filled Council area

- Events in Gawler
- National Youth Week 2019
- Gawler Fringe
- YMCA Skate Park Event
- Gawler Civic Centre Official Launch Festival

OBJECTIVE 1.5 Promote cultural heritage and the creative sector to build community spirit and pride

- Arts and Culture Strategy
- Gawler Public Art Framework
- Gawler Biennial Art Award

Gawler Civic Centre Redevelopment
The redevelopment of the State Heritage Listed Town Hall and Institute buildings, jointly funded by the Australian Government, through the National Stronger Regions Fund (\$5.6m), and the Town of Gawler was completed in December 2018.

The transformed buildings opened their doors to the public on 11 February and Council held its first Meeting in new Council Chamber on Tuesday 26 February 2019.

Acknowledging the importance of Gawler to the Kurna community was a key component of the redevelopment. Council worked with Kurna Elders to develop an Acknowledgment of Country that is displayed at the Murray Street entrance and a Kurna Shield carved from a local gum was presented to Council in April 2019.

The intention of the Civic Centre redevelopment project has been to transform the iconic and heritage-listed Town Hall and Gawler Institute to create an architecturally significant hub for economic and social enterprise that will act as the renaissance catalyst for the Gawler CBD to take its place as the business and cultural centre for the greater region.

Encapsulated within this, and incorporated within the requirements of the National Stronger Regions Fund funding agreement with the Federal Government, has to create:

- Regional Business Innovation Hub;
- Regional Gawler Heritage Collection Gallery;
- Regional Multi-Purpose function venue;
- Regional Smart Library;
- Youth Space; and
- Social Enterprise Café.

All of the above has been achieved.



Gawler Civic Centre

OUR IDENTITY - Key Achievements

Gawler Civic Centre Official Launch Festival
The Gawler Civic Centre Redevelopment was a significant project for Council. To celebrate the conclusion of the project, Council held a seven-day festival of events and activities that showcased each functional area of the completed Centre.

Sunday 7 April - Commencing with a Street Party and community performances. The event started with a Welcome to Country and Smoking Ceremony conducted by Jack Buckskin. Official proceedings followed with Council CEO, Henry Inat, as the master of ceremonies, and speeches by Mayor Redman and Senator Gichuhi representing the Australian Government.

Representatives from Niina Marni Kadlitiya Café surprised both Mayor Redman and Senator Gichuhi with a ceremonial invitation into that space and acknowledgement of the local Kaurna engagement with the facility, especially the Café.

Monday 8 April - The inaugural exhibition within the Heritage Gallery “Into the Light”, designed and curated by Denise Schumann OAM.



Daniel Koek

Heritage Collection

Thanks to the opening of the Gawler Cultural Heritage Centre, within the Gawler Civic Centre, the community is now able to experience and interact with the specialised and significant Gawler Heritage Collection through exhibitions, education programs and research facilities. These multiple opportunities for learning broaden the understanding of the thoughts, actions, people and events which have shaped the story of Gawler.

The implementation, management and review of the Gawler Heritage Collection is a function of the Gawler Heritage Collection Committee. A call for independent community representatives for the Gawler Heritage Collection Committee was conducted in April 2019 with a new Committee meeting for the first time in June 2019.

The ongoing care and direction for the Gawler Heritage Collection is guided by the Town of Gawler Cultural Heritage Collection Management Plan 2013. This Plan recommends appropriate strategies to enable Council to work towards the management of the Gawler Heritage Collection in an informed, systematic and considered manner. Together with the

OUR IDENTITY - Key Achievements

Gawler Heritage Collection Policy, these documents have been guiding Gawler Heritage Collection Committee decisions and Council Staff actions when managing the Gawler Heritage Collection. The Cultural Heritage Collection Management Plan 2013 was written before the Gawler Civic Centre redevelopment occurred and the Gawler Cultural Heritage Centre was established.

A review of the Plan is being conducted by Council staff with a revised plan to be developed and submitted for Council's consideration during 2019/20 to ensure that it reflects the new location of the Gawler Heritage Collection, re-prioritises outstanding actions and develops a future view of the Collection's Management.

Historic Walls Grant Scheme

Council's Historic Walls Grant Scheme provides funding to assist residents to maintain walls identified as being of heritage importance in the Historic Walls in the Public Environment, Gawler SA Conservation Strategy (September 2007).

Since the Historic Walls Grants Scheme's commencement in 2014, Council has allocated \$25,000 per annum for which Gawler residents can apply on a dollar-for-dollar basis for the repair of privately-owned historic walls. Since 2014, Council has received 14 applications, with six of these applications being received in 2018/19, with Council committing \$34,994 from this Scheme. Any unspent funds have been 'rolled over' to future years and there is currently \$105,006 available to residents under this Scheme. Staff undertook a review of the Scheme in 2018/19 and recommended that as there was a substantial balance of funds available for the Historic Walls Grant Scheme that further funds not be allocated in 2019/20.

Rural Areas

Dialogue regarding Gawler's Rural Zone continued in 2018/19. A Statement of Intent, Pursuant to section 25(1) of the Development Act 1993, was lodged with the Minister for Planning, the Honourable Stephan Knoll on 18 May 2018.

A response was received from the Minister this financial year. The Minister stated that he was unable to support the Development Plan Amendment in its current format and encouraged Council to undertake further community consultation, additional investigations and to pursue land use policy refinement/change via a Planning and Design Code Amendment, once the new system has been implemented.

In response to the Minister's latest feedback additional consultation with the community was undertaken in mid-2019 where community interest remained strong and the matter of additional investigations is currently being considered.



Accepting the Kurna Shield from Jack Buckskin



Gawler Cultural Heritage Centre

OUR IDENTITY - Key Achievements

Pioneer Park War Memorial

In 2016, a working group was formed comprising five Council Members, three representatives from the RSL Gawler Sub-Branch, two community representatives and Council Staff. This working group met on a monthly basis and provided oversight of the project.

The Pioneer Park Working Group's brief for the Memorial was that it provide an important place of reflection for all of us to honour and remember the men and women who served and died for our country in all wars and peacekeeping operations. Renowned South Australian artist Robert Hannaford AM was commissioned in early 2017 to design and develop the Memorial. The concept design and maquette of the proposed memorial was developed and considered by the Pioneer Park Working Group and Council in June 2017. Community consultation was undertaken in July 2017.

Robert described his vision for the War Memorial as "An abstract, enigmatic form conveying the feeling of service, war, conflict and peacekeeping. The poignancy of tragedy and loss of life is conveyed in the hand's form with the bent shape implicitly creating a feeling of subtlety".

The War Memorial comprises a bronze sculptural interpretation of a human hand placed on a concrete plinth surrounded by paving. The plinth includes the inscription 'Lest We Forget' and plaques of the Navy,



Pioneer Park War Memorial

Army and Airforce. Plaques acknowledging the service of the Merchant Navy and Peacekeepers are included in the paving.

"The Town of Gawler and the RSL decided to engage a different approach to a War Memorial. The sculpture will be a place where a person of any religion, age, race and gender can identify with and reflect on family or lost friends. The hand can be given in friendship, and also it can be used to comfort and to love, the hand can also console, the hand also has been used to condemn and to hurt but this memorial will show that the hand can rest and be at peace." Paul Little, RSL Gawler Sub-Branch President October 2018.

The total project cost was \$391,570 with Council's cash and in-kind commitment being \$215,081. Council received a total of \$176,226 in external funds, comprising \$137,766 in grants from Australian and State Governments, \$19,000 in sponsorship, \$8,328 in cash donations and \$11,132 raised at the Armistice and Gawler RSL Centenary Dinner.

The Pioneer Park War Memorial was officially dedicated on 11 November 2018, the 100th anniversary of the end of the First World War, also referred to as the Armistice Centenary. It is first and foremost an important place of reflection for all of us to honour and remember the men and women who served and died for our country.

OUR IDENTITY - Key Achievements

Gawler Reconciliation Action Plan

The Gawler Reconciliation Action Plan (RAP) July 2018 – July 2020, outlines practical actions that Council and its partners are taking to build strong relationships and enhanced respect with Aboriginal people from across the region. The RAP ensures that staff, Council Members, volunteers and members of the community are able to contribute to the reconciliation process. The RAP framework is based on the three key areas of Relationships, Respect and Opportunities.

The Gawler Reconciliation Action Plan Working Group commenced meetings in March 2016. The RAP Working Group comprises representation from across the organisation and the local community, with both Aboriginal and non-Aboriginal representatives.

The RAP was adopted at the May 2018 Council meeting and was officially launched in November 2018. The RAP is endorsed by Reconciliation Australia. The Town of Gawler is one of only three South Australian Councils to currently have an endorsed Reconciliation Australia RAP.



Reconciliation Action Plan Launch

External Grants Program

Council continues to be proactive in seeking external funding to assist the delivery of its programs, services and infrastructure. This year, Council was successful in obtaining \$1,133,884 in project related grant funding as outlined in the table below:

Grant	Project	Amount
Office for Recreation & Sport - Community Recreation and Sports Facility Program	Gawler Sport & Community Centre – stadium roof replacement	\$120,000
Smart Cities and Suburbs Program	Gawler Connected Community	\$ 250,000
Office for Recreation & Sport - Planning and Research Program	Development of a Master Plan for Essex Park and Showgrounds	\$34,850
Sport Australia - Community Sports Infrastructure Program	Upgrade of the male and female change rooms at the Gawler Aquatic Centre	\$ 409,445
Safer Communities - Infrastructure	Gawler Community Safety Project	\$200,000
Grants SA	Greater Adelaide Youth Project	\$49,160
SA Youth Week Grant	Youth Week activities	\$2,000
Sponsorship from Rotary Club of Gawler and Rotary Club of Gawler Light	Youth Week activities	\$3,000
Sponsorship from Gawler Blue Light	Youth Week activities	\$429
Building Better Regions Fund - Round 3 - Community Investments	Gawler Economic Development Strategy	\$20,000
Way2Go Program	Installation of crossings at Gawler and District College	\$40,000
Disaster Resilience Grant	Community Information Portal	\$5,000
TOTAL		\$1,133,884

Unightly Premises

Unightly conditions on premises are reported to Council's Community Safety Team, who utilise powers under the Local Nuisance and Litter Control Act 2016 to investigate and manage issues of this nature. Community Safety Officers adopt a collaborative approach with property owners to encourage the improvement of properties deemed to be negatively affecting the local amenity of the area. Records indicate that 71 reports regarding unsightly properties have been investigated by

the Community Safety Team during 2017/18. Complaints of this kind are often multifaceted, and challenging to resolve due to complexities such as mental illness, injuries and other personal circumstances.

During the previous year, staff have worked in conjunction with agencies such as Anglicare and Housing SA to address hoarding and insanitary conditions, resulting in some positive outcomes.

OUR GROWTH - Key Achievements



The following is a reflection of the Key Achievements relating to Goal 2 - Managed and Sustainable Growth.
The more significant Key Achievements for Goal 2 are featured on the next few pages.

- OBJECTIVE 2.1** Physical and social infrastructure to service our growing population and economy
- Gawler East Link Road
 - Main North Road/Tulloch Road Intersection Upgrade
 - Gawler East Separate Rate
 - Southern Urban Areas
 - Car Parking Strategy for Town Centre
 - Murray Street Upgrade Stage 6
 - Annual Road Reseal Surface Program
 - Unsealed Rural Road Re-sheeting
 - Fleet and Workshop
 - Town Maintenance: Bin, BBQs and Street Furniture Renewals
 - Kerb and Gutter Construction and Renewal
 - Main North Road Kerb and Gutter Stage 2
 - Upgrade Rural Road Intersection Aprons
 - Renew Footpath Program
 - Reconstruction Shoulders of Rural Roads Program
 - Walker Place

- OBJECTIVE 2.2** Growth to be sustainable and respectful of cultural and built heritage
- Heritage Advisory Services
 - Heritage Grant Scheme
 - Development Assessment Services
 - Gawler East Structure Plan Development Plan Amendment
 - Adelaide – Gawler Rail Corridor Uplift Development Plan Amendment
 - Planning Reforms – Implementation of the Planning Development and Infrastructure Act 2016
- OBJECTIVE 2.3** The local environment to be respected
- Fence Renewal Program
 - Upgrade of Irrigation Systems
 - Gawler Urban Rivers Biodiversity Working Group
 - Stormwater Management Studies

- OBJECTIVE 2.4** Manage growth through the real connection of people and places
- Installation of Disability and Ramp Improvement Program
 - Gawler Central, Murray Street Pedestrian Crossing
 - New Footpath Program
- OBJECTIVE 2.5** Local economic activity to create local job opportunities and generate increased local wealth
- Gawler Invest Prospectus
 - Gawler Business Development Group
 - Regional Development Australia
 - Barossa Gawler Light Adelaide Youth Leadership Program
 - Gawler Civic Centre Redevelopment
 - Business Innovation Hub

OUR GROWTH - Key Achievements

Gawler Invest Prospectus
In early 2019, Council reviewed and confirmed the following priority strategic investment projects for Gawler over the next 5-10 years:

- Regional Aquatic Centre
- Karbeethan Reserve
- Railway Electrification
- Recreational Facilities
- Cycle Connections and Tourism
- Addressing Climate Change
- Water
- Town Centre

- Gawler East Regional Growth
- Innovative Communities
- Gawler's Rivers

These strategic projects have formed the basis for an updated Gawler Invest prospectus which is used as a tool to facilitate discussions with State and Federal Governments and the private sector regarding future funding and partnership opportunities that will deliver on regional, state and national economic policies that will build social, cultural and business growth in Gawler and the region.

Gawler East Link Road
Once constructed this road will play an integral part in servicing both the existing and future communities of the Gawler East development zone and surrounds and will reduce the impact of traffic generated from regional growth on the Gawler Town Centre.

The State Government is managing the delivery of the project which will become a Town of Gawler asset on completion of the project. The project includes the 3.7km Gawler East Link Road, 250m Connector Road from the Link Road to Calton Road, a Bebo Arch bridge structure, South Para River bridge structure and an upgrade to Potts Road from a local road to a collector road standard. An upgrade to Main North Road/Potts Road/Para Road, involving signalisation, will occur as part of this project which will remain in part the responsibility of the State Government in accordance with defined responsibilities under the Highways Act for intersection of arterial and Council roads.

The majority of the detailed design for the Gawler East Link Road (GELR) was completed during the 2018/2019 financial year including the Gawler East Link Road itself, Potts Road widening, Main North Road widening and the signalisation of Main North Road/Potts Road/Para Road intersection. Utility services relocations, as part of early works, were undertaken from late 2018 and are now complete. Construction works commenced in early 2019 and will be ongoing through most of 2019/2020 financial year with Main North Road and Potts Road expected to finish ahead of the Link Road proper.

Following much research and consultation with Council members, the Gawler East Link Road and Connector Road have been named Schomburgk Drive and Mullamar Way respectively; after two prominent identities who had a significant impact on the history of Gawler and its community.



Gawler East Link Road construction

OUR GROWTH - Key Achievements

Gawler East Separate Rate

Following Ministerial rezoning of land within the Residential (Gawler East) and Residential Hills zones in 2010 for residential purposes, staged development has been occurring on an ongoing basis. The Zones have been identified as having the capacity for an additional population of 10,000 once fully developed. Being aware of this, Council undertook extensive planning to ensure road and community infrastructure within the development area occurs in an orderly and sustainable manner. Infrastructure for the Residential (Gawler East) and Residential Hills Zones, over an indicative development life of at least 20 years), has been identified in the Table below.

Identified infrastructure requirement – Gawler East development zone

Infrastructure	Estimated
Gawler East Link Road	\$54.4 million
Associated roadworks (deferred)	\$2.4 million
Social and Community (e.g. Community Centre, sports fields and facilities)	\$7.6 million
Traffic interventions (on existing roads)	\$15.7 million
Total	\$80.1 million

Following extensive consultation with affected landholders and property developers in 2017, a funding model was implemented for the identified infrastructure, and is based on the funding arrangement outlined in the table below.

Funding model – Residential (Gawler East) & Residential Hills Zones infrastructure

Item	Contribution			Total \$'000s
	State \$'000s	Developers \$'000s	Council* \$'000s	
Gawler East Link Road and deferred infrastructure	46,233	9,587	955	56,775
Social and Community infrastructure	-	6,720	918	7,638
Traffic Interventions	-	8,604	7,125	15,729
Total	46,233	24,911	8,998	80,142

* Council financial contributions relative to already developed allotments within the associated area.

Council has signed binding Deeds of Agreement with the State Government (Minister for Transport and Infrastructure) and Springwood Development Nominees P/L (being the developer consortium of Springwood). The Deeds provide for Council reimbursing the State Government \$8.2m as a return on its \$54.4m upfront investment in the Gawler East Link Road (GELR). This reimbursement will include a \$2.4m payment from Council on practical completion of the GELR (being Council's contribution towards the upgrade of Potts Road), with the remaining amount of \$5.8m repaid on a per new allotment basis (by developers as direct beneficiaries of the GELR) as development unfolds within the development area.

The primary funding mechanism towards securing the \$24.911m of developer contributions will be via Infrastructure Deeds with all developers in the Gawler East development area, requiring a per allotment contribution payable upon the creation of each new allotment prior to Section 51 clearance being provided. It is important to note that by applying this contribution before individual allotments are created, the cost is immediately attributed to the developer and not the

eventual resident. This process would require the use of a Land Management Agreement (LMA) linking the Infrastructure Deed to the Certificate of Title Land. However, to secure the future delivery of the \$80.1m of new infrastructure within the development area, Council applied new Separate Rates in the 2018/19 financial year as a financial secondary security mechanism. This approach avoids the need for bank guarantees, which otherwise would have resulted in considerable financial costs for developers.

It is important to note that the funding model implemented for the provision of various infrastructure within the Gawler East development zones is based on the “developer pays principle” – with the expectation that developer contributions required (on a per new allotment basis as development occurs) will be sourced from the primary funding mechanism of developer deeds requiring contributions prior to Section 51 clearance being provided. Consequently, the Separate Rates applied are solely designed as a financial security mechanism towards ensuring such developer contributions are ultimately received.

OUR GROWTH - Key Achievements

In this context, it is also important to note that property owners/developers within the affected area will only need to make a financial contribution via a Deed of Agreement or Separate Rate when they elect to subdivide their property – thus, if no development occurs (i.e. no new allotments created) then no financial contribution from either funding mechanism will be required. Until such development occurs, the Separate Rate applied will automatically be continually postponed. Once the associated per allotment contribution has been made then the Separate Rate would be remitted in full. During the reporting period, Council has not received any developer contributions relating to the Gawler East development area. The value of the Separate Rates applied is reviewed on an annual basis.

Gawler East Structure Plan Development Plan Amendment

The Development Plan Amendment was lodged with the Minister for Planning in June 2018, DPTI later proposed a number of variations to the document which Council did not support. Council provided reasoning for why the proposed changes were not supported however the ultimate decision with such amendments does lie with the Minister. The Gawler East Structure Plan Development Plan Amendment in its amended form went on to receive Ministerial Approval and was gazetted in July 2019. Council was also asked to provide comment and speak to the Environment, Resources and Development Committee of Parliament in regards to the matter.

Walker Place

Council adopted the Gawler Town Centre Design Framework in October 2016 with the objective of building upon previous strategic level investigations. Of the listed recommendations from the Gawler Town Centre Design Framework, the redevelopment of Walker Place and the relocation of the public toilet in Apex Park were selected to form Stage 1 of the Gawler Central Urban Precinct upgrade. Subsequently, Council developed a Concept Design for the Walker Place Redevelopment and was successful in obtaining external funding through the State Government's 'Places for People' Grant Program (of \$1,006,630) to an overall project value of \$2,282,000.



This financial year staff have continued to work through the detailed design of the works within Walker Place, developed a concept design for the new public toilets in Apex Park, as well as progressing a suitable outcome for the mural artwork retention which is located on the existing Julian Terrace public toilets that will be removed. This has involved ongoing consultation with the property owners and small business impacted by the Walker Place redevelopment works, community representatives associated with the development of the existing mural artwork and engaging with a local disability advocate on the design of these new assets.

Further community engagement will occur early in the 2019-20 financial year to finalise the preferred location of the new public toilet. The project will be progressed to enable procurement activities to commence later in 2019. Works on ground associated with the new toilet, mural artwork retention and Walker Place are expected to start early in 2020.

Adelaide – Gawler Rail Corridor Uplift Development Plan Amendment

The Minister for Planning is undertaking the Adelaide – Gawler Rail Corridor Uplift Development Plan Amendment, in response to commitments made by both the Federal and State Governments pertaining to the electrification of the Gawler Rail line. The Development Plan Amendment will seek to introduce new policies in the Gawler Development Plan which will promote uplift along the rail corridor. Council has commenced a process to understand the impact of the proposed uplift on the local infrastructure in order to provide commentary on the proposed DPA.

Heritage Grant Scheme

Council also continues to offer a Local Heritage Grant of up to \$1,500 to property owners who wish to undertake renovations or repairs to Heritage places and/or properties located within Historic Conservation Zones. This year a total of five Grants were awarded, to the combined value of approximately \$7,000. This was a slight decrease from last year where seven Grants were awarded totalling a combined value of \$8,300.



Concept designs for the Walker Place redevelopment

OUR GROWTH - Key Achievements

Murray Street Upgrade Stage 6

The Murray Street Stage 6 Upgrade project was substantially completed in 2018/19 with all new road pavements, new footpaths, pedestrian crossing safety improvements, new kerbing, stormwater improvements, upgraded traffic signalling/safety improvement to the intersection of Bridge Street and Julian Terrace and new public lighting completed. Landscaping works have also been completed with the provision of planting beds, installation of the irrigation infrastructure and new street trees.



Murray Street Upgrade Stage 6

Planning Reforms – Implementation of the Planning Development and Infrastructure Act 2016

The State Government has continued to implement their Planning Reform regime with ongoing headway being made in regard to the introduction of the Planning Development and Infrastructure Act 2016. The Council continues to review materials released for community consultation and endeavours to provide constructive feedback at every opportunity.

Development Assessment Services

Following on from Council's implementation of a paperless system two years prior, the lodgement of Development Applications and other associated documents electronically has continually improved. Approximately 70% of all applications lodged with Council have been electronic, resulting in continued benefits to the environment by reducing Council's and the community's carbon footprint and improved workplace efficiencies. These efficiencies have resulted in time and cost savings within handling and processing of applications and improvements in assessment timeframes.

A total of 38 Development Applications were brought before the Council Assessment Panel during 2018/19, the same number as the previous year. 27 Developments applications (71%) were granted Development Plan Consent, five (13%) were refused, and six (16%) were deferred, compared to 27 (71%), seven (18%) and four (11%) respectively in 2017/18.

OUR GROWTH - Key Achievements

Building Inspections

All mandatory stages of building construction are subject to Council building inspections. The mandated inspection targets are 66% for licensed builders, 90% for owner builders and 100% of all new swimming pools. On notification of completed works, Council inspected 70% of licensed builders, 100% of owner builders and 100% of all pool notifications.

Upgrade of Irrigation Systems

Council's staff delivered the renewal of two major irrigation upgrade projects in 2018/19.

The two locations identified for renewal as part of Council's asset management planning system were Bacton Street Playground (Evanston) and Britton Street/ Myall Street Playground Gawler West. Both irrigation systems had reached the end of their useful service life.

- Bacton Street Playground (Evanston), is 2,437sqm in size and includes a playground
- Britton Street/Myall Street Gawler West, is 5,000sqm in size and includes a playground.

These irrigation systems' renewal will improve the quality of turf and amenity at these locations, deliver a reduced maintenance cost, be more efficient in water use and provide a much greater user experience for the community.

Traffic and Parking

Council's Community Safety Officers are responsive to parking complaints within the Gawler Township and outer suburban areas. During the previous year, records indicate that staff have investigated 267 reported parking issues. This has led to solutions which have included improvements to line marking and traffic controls, and increased monitoring in congested areas such as school zones and busy shopping areas. Community Safety Officers continued to patrol the main shopping areas within the Gawler business district, servicing our contracted private car parking areas to encourage the turnover of parking spaces for customers supporting our local businesses.

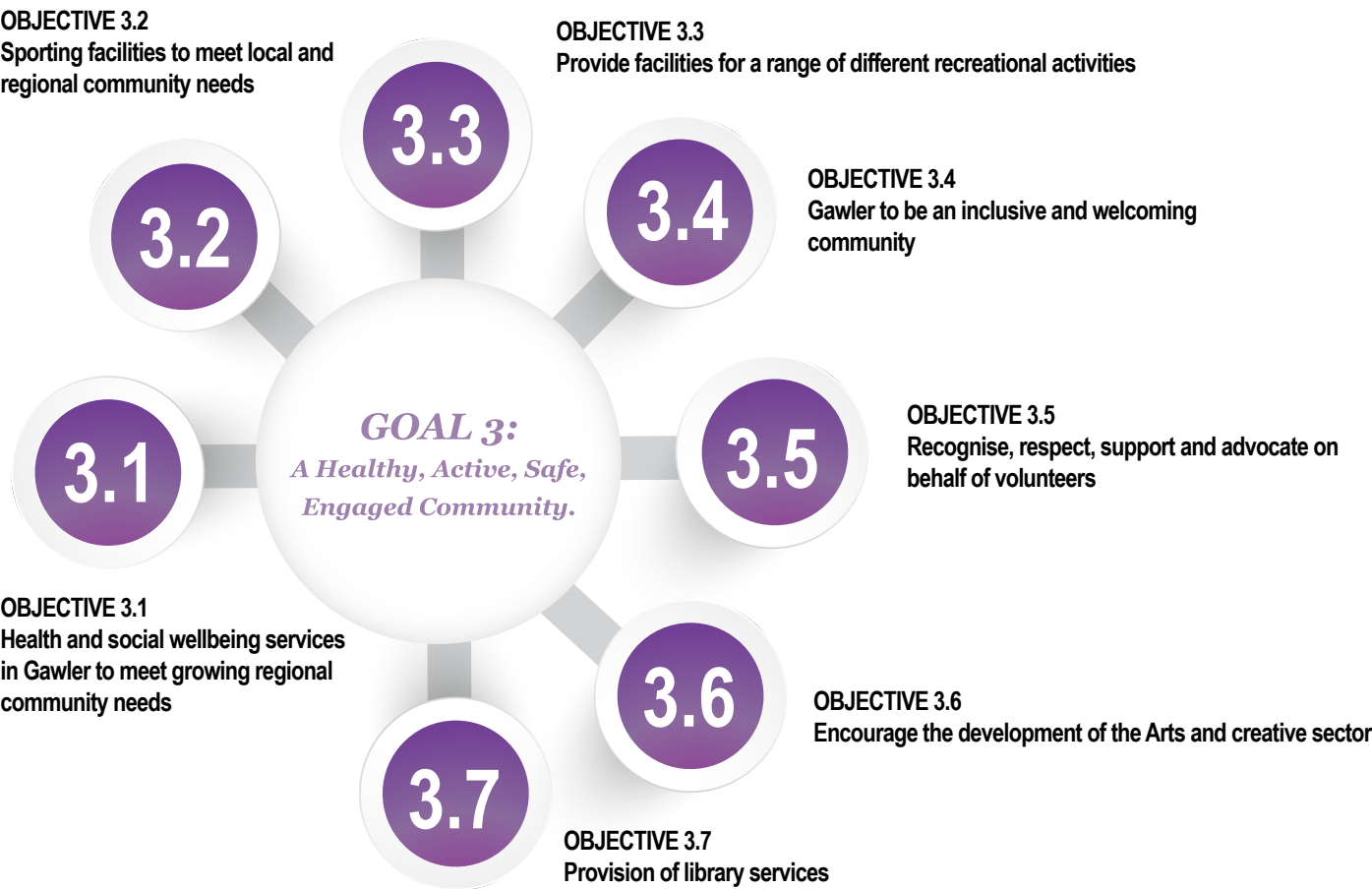
Fence Renewal Program

The annual fence renewal program has replaced approximately 420m of the old wire stock fencing along Murray Road Willaston. These works occurred from the Clonlea Reserve entrance to the top end of the newly constructed Gawler Dog Park. This new composite recycled post and galvanised steel rail system complements the completion of the new Dog Park and was installed by Council staff.



Fencing at Clonlea Reserve

OUR COMMUNITY - Key Achievements



The following is a reflection of the Key Achievements relating to Goal 3 - A Healthy, Active, Safe, Engaged Community. The more significant Key Achievements for Goal 3 are featured on the next few pages.

OBJECTIVE 3.1 Health and social wellbeing services in Gawler to meet growing regional community needs

- Home Assist Program
- Youth Sportsperson Sponsorship Program
- Youth Portal
- School Holiday Programs
- Public Health and Food Safety
- Immunisation Services
- Animal Management
- Community Grants

OBJECTIVE 3.2 Sporting facilities to meet local and regional community needs

- Sports Facilities provided to the Community
- Karbeethan Reserve Master Plan
- Gawler Aquatic Centre
- Community Loans
- Council Support for Community Groups

OBJECTIVE 3.3 Provide facilities for a range of different recreational activities

- Gawler Sport & Community Centre and Gawler Elderly Centre

OBJECTIVE 3.4 Gawler to be an inclusive and welcoming community

- Child Friendly City
- Civic Centre Youth Space
- Early Literacy and Outreach Services
- Welcoming New Australian Citizens

OBJECTIVE 3.5 Recognise, respect, support and advocate on behalf of volunteers

- Volunteering with Gawler Council
- Community Volunteering
- Volunteer Recognition Events
- Gawler Civic Centre

OBJECTIVE 3.6 Encourage the development of the Arts and creative sector

- South Australian Living Artists Festival
- Youth Urban Arts Program
- Youth Artist Sponsorship Program
- Community Art Groups
- Events
- Gawler Farmers' Market
- Gawler Community House
- Gawler Show

OBJECTIVE 3.7 Provision of library services

- Gawler Library Services

OUR COMMUNITY - Key Achievements

Home Assist Program

Through the Home Assist Program, the Town of Gawler has been providing in-home support services and care to older residents and people with disability wanting to remain living independently within their homes since 1991. The Home Assist Program helps to promote independence through the provision of a range of subsidised home support services that focus on working with eligible residents to help them maintain their own health, safety and wellbeing. Services are tailored to individual needs and circumstances and may include:

- a) Domestic help (e.g. assistance with housework and/or to change bed linen)
- b) Personal care (e.g. help with showering or dressing)
- c) Home maintenance (e.g. changing light bulbs, minor home repairs and limited gardening services)
- d) Home modification (e.g. installation of grab rails or replacement of taps/door handles to improve ease of access)
- e) Social support (e.g. accompanied activities, such as shopping and bill paying)

Over the last year, the Home Assist Program provided support to 577 people. Of these, 533 were aged over 65 years and 44 were under 65 with a disability. The Program delivered a total of 10,117 hours of support and installed \$11,021 worth of home modifications, helping to ensure client safety within the home. In April, the Home Assist Program hosted the 2019 Ageing and Disability Expo. Partnering with key providers of aged and disability services, the Expo aimed to increase community knowledge of available support, services, groups and activities. With over 90 stallholders and special guest presenters, the Expo attracted record crowds.

The Home Assist Program is externally funded. Funding for aged care services is provided through the Commonwealth

Home Support Program (CHSP). Disability Support Services are funded through the SA Home and Community Care Program (SA HACC). As part of the 2019 Australian Government Budget package, it was announced that funding for the Commonwealth Home Support Program (CHSP) was being extended by a further two years. This provides certainty that Council will continue to provide services for older residents until 30 June 2020.

Council Support for Community Groups

Council provides support for a range of community groups, service clubs and sporting organisations. In 2018/19 Council continued to facilitate the Gawler & Districts Youth Workers Network, a representative group of over 30 youth services. The Network maintains strong partnerships, advocates for additional services and develops programs and services to assist and support youth community members. Council also facilitated the Local Service Clubs Forum providing an avenue for all local service clubs and Council to share information and explore opportunities for collaboration to further benefit the community. The following Service Clubs actively contribute to the Gawler community: Apex Club of Gawler, Gawler Lions Club, Rotary Club of Gawler, Rotary Club of Gawler Light, Zonta Club of Gawler and Gawler Kiwanis Council provides local community groups and sporting organisations advice and guidance with funding applications and development of policies, protocols and management plans. Council provides significant in-kind support by way of staff involvement, use of facilities and room, promotion of activities and events, the formation of partnerships and community grants. Council has historically provided loan funding support to various local sporting Clubs to enhance sporting facilities for the Gawler community.

This year, the following funding was provided:

Club	Amount	Purpose	Loan Basis
Gawler Community House	\$150,000	Refurbishment of the Gawler Community House	Interest free over 15 years
South Gawler Cricket Club	\$20,000	Installation of turf wickets at Eldred Riggs Reserve	Council funds. Interest-free over 15 years
Karbeethan Sporting Association	*\$145,000	Clubrooms construction	Interest-free, expiring December 2021
Gawler Central Sporting Club	\$20,000	Renovation and extension of Sporting Club Administration Centre	Council funds. Interest-free over 10 years
Gawler Bowling Club	\$100,000	Replacement of two synthetic bowling surfaces	Variable interest rate Cash Advance Debenture facility established with the Local Government Finance Authority. Club can draw down and repay the overdraft balance as their cashflow permits. Facility expires September 2026. Interest costs incurred repaid to Council by the Bowling Club on a quarterly basis.

*Conversion and extension of existing loan to an interest-free basis, effective from February 2017.

The loan funding has enabled the respective Clubs to further develop their facilities on behalf of their members and the wider community.

OUR COMMUNITY - Key Achievements

Council also provides funding support for a variety of events delivered by the community. In 2018/19 the following was provided

Organisation	Event	Council Funding
Town of Gawler	NAIDOC Week	\$4,000
Gawler Show Society	Gawler Show	\$40,000
Gawler Veteran, Vintage and Classic Vehicle Club Inc.	Gawler Swap Meet	\$3,200
Apex Club of Gawler	Gawler Carols	\$27,500
Apex Club of Gawler	Australia Day Awards	\$8,500
RSL Gawler Sub-Branch	ANZAC Day	\$2,000
Gawler Reconciliation Action Group	Gawler Reconciliation Community Fun Day	\$4,000 (in-kind)

Community Grants

The Community Grants encourage and support a range of projects, events and activities occurring within the Town of Gawler.

Each year Council contributes \$15,000 towards the Community Grants Program. The grants encourage community development by supporting a range of initiatives in areas such as health, recreation and sport, community development, arts and culture, history, and the environment. Eligible groups, organisations and individuals are invited to apply for up to \$1,000 to assist with community focused initiatives that benefit the Gawler community. In the 2018/19 Grants Round a total of 36 applications were received and 21 grants were allocated to a variety of initiatives including:

- Gawler Eagles Football Club - Gawler Goals
- Gawler Art Society - Arts and Culture Workshops
- Gawler KyuShinDo Karate Club - Training Mats
- The Gawler Club - Restoration Club Billiard Table
- Gawler Hockey Club - Portable Marquee
- Gawler Girl Guides - First Aid Training
- Church Hill Films - James Martin Documentary Film
- Hope Chapel - Hope Play Program
- Save the Children - Children's Voices Project
- Chris Richardson - Three Rivers Book
- Willaston Country Music Club - Stage and Event Lighting Project
- National Trust of SA Gawler Branch - Gawler Stories Hologram Equipment
- Gawler and District Senior Citizens Club - Chair Cushions for Seniors
- Willaston Football Club - Flag Pole for the Club
- St Brigid's Catholic School - Composting More Effectively
- Goodstart Early Learning Evanston Park - Aboriginal Mural
- Gawler Rangers Baseball Club - Tee Ball Playing Tops
- Helen Hennessy - Gawler Show Archival Project
- Ren Benessy - Music Performances in Nursing Homes
- Salesian Youth Network - Salesian Girls Summer Camp
- Gawler Gymnastics - Club Coach Accreditation

Volunteering with Gawler Council

Volunteers play an extremely important role within the Council. Not only do they contribute to building a vibrant community life, they also provide staff with the support needed to extend and enhance the services and programs delivered by Council.

Over the past year, there were 119 active volunteers, who ranged in age from 15 to 91 years of age. Collectively, they contributed 8442.5 hours of service to Council and our community. Some volunteers providing a few hours of service on an "as need" basis, while others performed regular shifts across their nominated volunteer program.

In addition to the many ongoing volunteer roles available within Council, a number of new volunteer opportunities have also been developed over the year in response to community need and the skills and abilities of volunteers registering with Council. These included some new administrative support roles, volunteer opportunities at Council run events and various different positions within the newly developed Gawler Civic Centre.

Council volunteers are now regularly providing support across a number of Council programs and activities, including:

- Civic Centre
- Clock Tower
- Cultural Heritage Collection
- Events
- Graffiti Removal
- Home Assist
- Library Services
- Recreation Services
- Visitor Information Centre
- Volunteer Program
- Youth

Volunteer Recognition Events

Council recognises the important contribution that volunteers make to not only Council services, but also the community. National Volunteer Week is held each May and is the largest celebration of volunteers and volunteerism in Australia. It is an annual event that allows

OUR COMMUNITY - Key Achievements

Council to acknowledge the generous contributions that Council registered volunteers make every day to our services and our community. This year the theme for National Volunteer Week was "Making a world of Difference".

In recognition of National Volunteer week, all Council registered volunteers were invited to join Council Members and staff for a congratulatory dinner in the newly opened Civic Centre. With a strong attendance rate by Council registered volunteers, the evening provided the opportunity to celebrate the significant difference volunteers make and thank them for their ongoing time and support. In December, Council committee and working group members were also invited to join registered Council volunteers at the annual end of year celebration.

Held on the 6 December at the Gawler and Barossa Jockey Club, the event provided the occasion to formally acknowledge those volunteers who were being presented with their continuous years of service certificates. In 2018, five volunteers were awarded, three for 10 years of service and two for 20 years of service.

Community Arts – Support for Community Gallery

Throughout 2018/19 Council Staff have been liaising with representatives from the Gawler Community Gallery and Gawler Arts Society regarding options for housing the Community Gallery's operations and providing an exhibition space within the Gawler Visitor Information Centre. Council Staff investigated various options for discussion including accessing the upper level of the Visitor Information Centre and refitting the ground floor to accommodate the Community Gallery's needs. Unfortunately funding is not available for the installation

of a lift within the Visitor Information Centre preventing compliant access to the upper level for the required purposes. Consequently the re-fit of the ground floor was the preferred option for Council Staff. This would provide the Community Gallery with a small shopfront location and approximately 34 lineal metres of exhibition space. Indicative costs and design concepts were being developed for presentation to Council in July 2019.

Gawler Library Services

Gawler Public Library provides a modern, accessible and welcoming library service to the community. It is a member of the South Australian Public Library 'One Card' Network, which connects more than 130 public libraries across the State. The Gawler Library Service consists of two branches, the newly redeveloped Gawler Civic Centre Library, and the Evanston Gardens Library. It also offers a Home Visits service, which delivers library materials to people who cannot come into the Library for a variety of reasons.

The Library offers a wide range of free programs, activities and resources to the community, including free internet and Wi-Fi access; and a number of programs for pre-school and school aged children.

A key focus for programming this year has been STREAM (Science, Technology, Reading, Engineering, Arts and Mathematics). Programs which promote STREAM include the Micro:bit coding club, the Little Bang Discovery Club (a hands-on program for young scientists and their carers), 1on1 Tech Savvy Digital help sessions, a Tech Savvy Club for group sessions, weekly story time sessions, and weekly Craft-it sessions.

The Library supports local Book Clubs, and offers a



Sporting Club representation for the Karbeethan Reserve Masterplan



Micro:bit Club Activity

OUR COMMUNITY - Key Achievements

range of programs for adults, such as author talks and community information sessions. The Library also hosts two biennial writing competitions, a short story competition and a poetry competition, which are generously supported by the Friends of Gawler Library volunteer group.

The Library delivers activities and programs out in the community. This year's activities have included a 1001 Books program with a local early learning centre, a stall at the Ageing and Disability Expo, activities at the Gawler Reconciliation Community Fun Day, Digital Literacy webinars, and a Book Week quiz competition at a number of local primary schools.

As a valuable source of community information, the Library promotes many national and state initiatives aimed at improving literacy, well-being and social inclusion. These initiatives include Book Week, Library Lover's Day, Harmony Day, NAIDOC Week, National Simultaneous Storytime and the Summer Reading Club. The Library also distributes free toddler and pre-school book packs from the Little Big Book Club.

Public Health and Food Safety

The Environmental Health team continued to deliver services to residents, visitors and workers including inspection of food premises, auditing of food safety programs, licencing of supported residential facilities, inspections of public pools, and assessment of wastewater works applications, registration of warm water systems (cooling towers) and general health and food complaints. Throughout the year Environmental Health Officers worked closely with local business owners and community to provide up to date information relating to Public Health.

Food Safety Week was conducted in conjunction with The Barossa Council, Light Regional Council and Adelaide Plains Council. This year's theme was "food poisoning take it seriously". The theme urged all Australians to buy an accurate meat thermometer to help combat the estimated 4.1 million cases of food poisoning in Australia each year, and escalating rates of Campylobacter and Salmonella infection in Australia. By purchasing a meat thermometer from their local homeware store and learning how to use it properly it will not only ensure safer food people will also be able to cook the perfect steak. All food businesses within Gawler were inspected during the year based on their food risk rating. A free online food handler training program on the Council website called "I'm Alert" is promoted by Environmental Health Officers to all food businesses.

Dogs in Gawler

Council in 2018/19 introduced designated "on and off leash" areas in the Town of Gawler to provide open spaces that are available to all users i.e. dog owners and non-dog owners. Council acknowledged that it is important to avoid creating a situation where an enclosed

dog park was the only option for off-leash exercise. Council undertook a community education/promotion program in order to provide a smooth transition and installed appropriate information signage throughout the designated areas.

Animal Management

Council commenced a review Animal Management Plan in 2018/19. The current Plan guides animal management within the Town of Gawler until 2019 and meets the requirements of the Act. The Plan predominately focuses on dogs and cats however it also includes other animals that are having a significant community or environmental impact. The Plan is structured into the following four key areas of:

1. Dog Management
2. Cat Management
3. Other Animal Management
4. Plan Implementation

The Plan contains a total of 10 objectives under each of the four key areas relating to that area of animal management. To ensure the objectives are reached, 39 specific strategies are identified under each objective that provide more targeted outcomes. The Plan contains Key Performance Indicators (KPI) developed to monitor Council's progress in achieving the animal management objectives identified in the Plan.

Aside from the animal management objectives and strategies identified in the Plan the document also contains contextual and other information relating to the plan's development. A section in the current Plan had been included on the regulatory environment to demonstrate the legal requirements of the Act and the relationship to the Plan. A chapter had been included outlining the process undertaken to develop the Plan and a section to summarise the outcomes of the stakeholder and community consultation.



Installation of the dog 'on and off leash' area signs

OUR COMMUNITY - Key Achievements

Immunisation Services

The Town of Gawler Immunisation Nurse provided three Council clinics for the community during each month of the financial year. The clinics are held at the Gawler Sport and Community Centre. The Immunisation Nurses also attended each of the schools in the Council area providing vaccinations to students in line with the School Immunisation Program Schedule. The Immunisation Nurse also conducted Workplace Flu Clinics for Council staff and volunteers.

Events

Community events encourage a sense of place and excitement, and provide an opportunity for increased community interaction, celebration and gathering.

Council organises events such as the Gawler Fringe, a range of summer initiatives and SA Youth Week, providing significant in kind contribution towards a range of community driven events including but not limited to:

- Annual Reconciliation Community Fun Day
- Gawler Show
- Christmas Carols
- Australia Day
- ANZAC and Remembrance Day
- NAIDOC Week Events
- Rotary Village Fair
- Outdoor Cinema

Council provides significant support to events organised and delivered by the Gawler community. This broad support includes assistance across the following areas:

- Event planning and management
- Event logistics
- Site preparation and remediation
- Issuing event permits
- Regulatory Inspections

Welcoming New Australian Citizens

Australian Citizenship represents full and formal membership of the community of the Commonwealth of Australia, and Australian Citizenship is a common bond, involving reciprocal rights and obligations of all Australians while respecting their diversity. Persons granted Australian citizenship enjoy these rights and undertake to accept these obligations. Mayor Redman invites family and friends of residents being conferred with Australian Citizenship to witness the presentation of certificates at regular periods throughout the year. Town of Gawler's Australia Day Breakfast includes a special presentation, welcoming our newest citizens and acknowledging the importance of what it means to become a full member of the Australian community. This year, 42 recipients were presented with their citizenship certificate.

Gawler Farmers' Market

In late 2018 Council supported the trial of a new farmers' market to be held on Saturday mornings at the Visitor Information Centre carpark. The Aussie Farmers Market

commenced in January 2019, and after a successful trial period, was approved for a two year lease at the site. The market provides an opportunity for the community to access locally grown or made produce, with stalls providing fruit and vegetables, baked goods, coffee and other homemade products.

Gawler Community House

The Gawler Community House has been operating for over 30 years providing services to support people living in Gawler and the surrounding communities. The Gawler Community House works with community members to achieve social justice, personal empowerment and social change at a neighbourhood level. Council provides support to the Gawler Community House through leasing the land and an annual financial contribution.

In 2018/19, the Council also supported the Gawler Community House by way of a \$150,000 interest free loan repayable over 15 years. The purpose of the loan was towards the major refurbishment of the Gawler community house building.

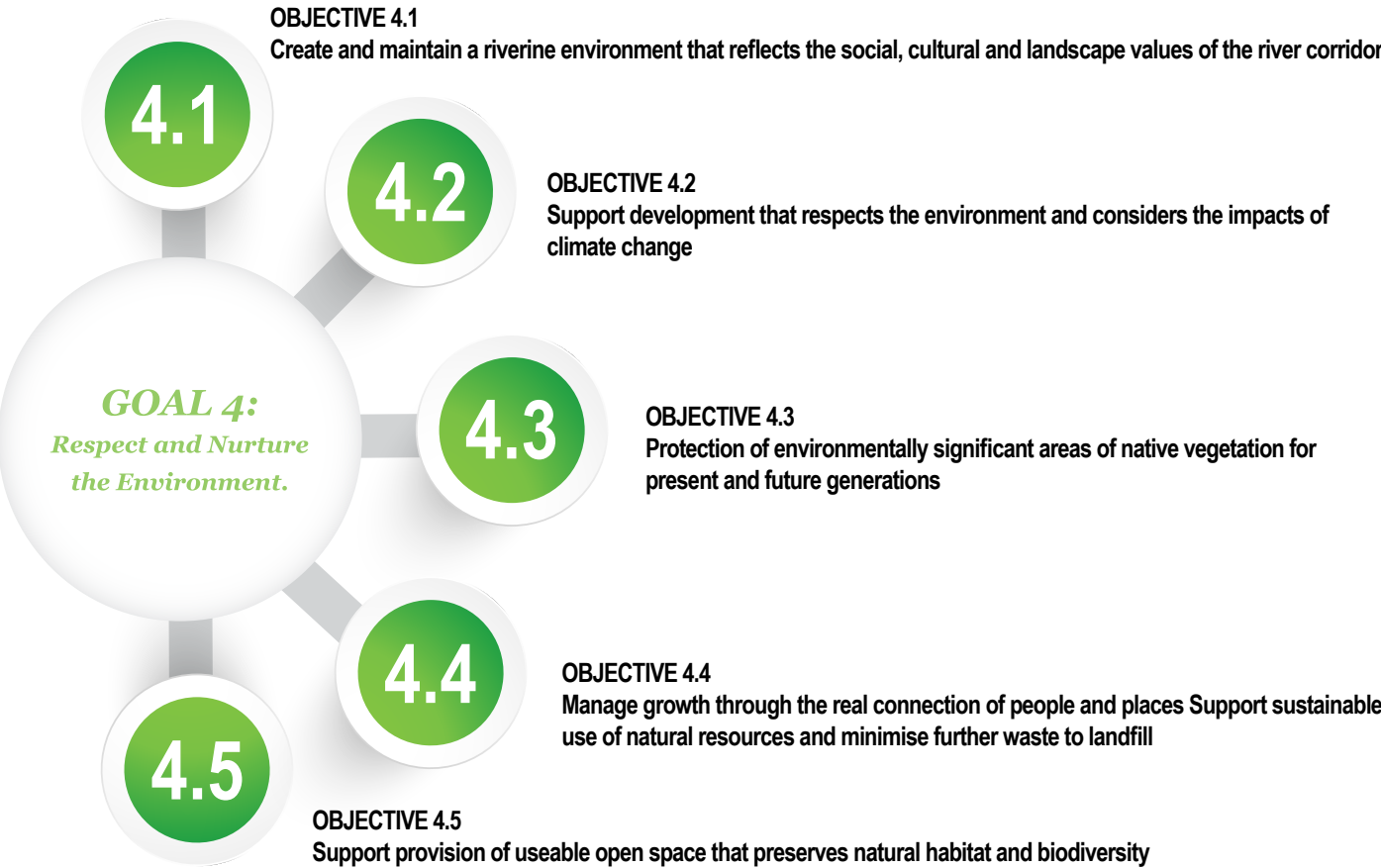
Gawler Show

The Gawler Show, held in late August at the Gawler Showgrounds continues to be the largest country show in South Australia with the 2018 event attracting in excess of 30,000 people. Council is proud to be a major supporter of this iconic community event that in 2018 celebrated the 162nd Gawler Show. Council provides the Gawler Agricultural, Horticultural and Floricultural Society with a broad range of support and services through a Memorandum of Understanding agreement to ensure the successful delivery of the event. The following Council teams collectively work together over the weekend of the Show, as well as before and after the event:

- Aquatic and Recreation Services
- Community Services
- Town Services
 - Civil Team
 - Horticultural
 - Town Maintenance
- Regulatory and Environmental Services
- Property and Procurement
- Marketing and Communications
- Engineering Services

Karbeethan Reserve Master Plan

The Karbeethan Reserve Master Plan is a key strategic project for the improved provision of sporting and active recreation within Gawler and the region. The plan, identified as a priority within the Gawler Open Space, Sport & Recreation Plan has seen the development of a draft Master Plan, with this being the subject of significant community consultation in 2019. The outcomes from this consultation are still being considered, with the final Master Plan seeking adoption, scheduled to be presented to Council in late 2019.



The following is a reflection of the Key Achievements relating to Goal 4 - Respect and Nurture the Environment. The more significant Key Achievement r Goal 4 are featured on the next few pages.

- OBJECTIVE 4.1** Create and maintain a riverine environment that reflects the social, cultural and landscape values of the river corridor
- Gawler Urban Rivers Biodiversity Program
 - Gawler River Floodplain Management Authority
 - Northern Floodway Project
 - Unharmd Mitigation Project
 - Charter Review
 - Biodiversity Management Plan

- OBJECTIVE 4.2** Support development that respects the environment and considers the impacts of climate change
- Adelaide Mount Lofty Ranges
 - Bushfire Management Committee

- Flood Safe
- Fire Prevention Program
- Advocate for the Electrification of the Gawler Line
- Climate Change and Climate Emergency
- Paxton Street Landfill Management Plan
- Climate Action Group
- Installation of Solar Panels

- OBJECTIVE 4.3** Protect environmentally significant areas of native vegetation for present and future generations
- Regulated Trees and Native vegetation

- OBJECTIVE 4.4** Support sustainable use of natural resources and minimise further waste to landfill
- Northern Adelaide Waste Management Authority
 - Hard Waste

- OBJECTIVE 4.5** Support provision of useable open space that preserves natural habitat and biodiversity
- Land Division & Open Space Guidelines
 - Land Division Processes
 - Open Space Management

Climate Change and Climate Emergency
In January 2019, Council declared a Climate Emergency stating that urgent action is required by all levels of government to address the serious of this risk. This declaration recognises that climate change poses a serious risk to local communities and eco-systems and in doing so, provides a leadership signal to state and federal governments about the seriousness of urgent climate change action.

Climate Emergency Action Plan Group
At its meeting on 23 June 2019, and in direct response to declaring a climate emergency, Council appointed a Climate Emergency Action Plan Working Group consisting of staff, Council Members and community members to oversee the development of an action plan designed to elevate Council's response to mitigating the effects of climate change.

Installation of Solar Panels
A project to identify the benefits of solar power generation was commenced this year and a solar array was subsequently installed to the Gawler Administration Centre at 43 High Street. A 100kw grid-connected solar PV array was installed at the Gawler Administration Centre. The solar PV array not only offsets the use of energy it also exports energy to the grid.

Additionally, as a result of savings achieved with the installation of the solar panels to the Gawler Administration Centre an additional 30kw grid-connected solar PV array at the Gawler Sport and Community Centre at Nixon Terrace commenced. The site was suited to a solar PV system based on electricity pricing and consumption patterns. In addition, with the stadium roof upgrade undertaken this year, the capacity, structural suitability and orientation of the roof was suitable for a large solar PV system.

Building Upgrade Finance Scheme
In 2018/19 Council resolved to participate in the Building Upgrade Finance Scheme which is accessible for non-residential building owners in our Council area.

Building Upgrade Finance is a finance product available to non-residential building owners to fund a wide range of environmental improvements, and for restoration and upgrades of heritage buildings. It differs from traditional finance in that repayments are collected via the Council rates collection process. This arrangement means the loan is secured by the land rather than the building owner which allows financiers to offer more attractive loan terms and provides additional unique benefits to building owners.

Environmental Management Software
To assist with bill governance and Council's environmental performance and monitoring, and as a part of the Council has introduced a utility bill management

based software. The software is accessed through a web based platform, collecting and interpreting data on utility usage including gas, electricity and water. It includes the integration of historical data for gas and electricity.

Hard Waste
In 2018/19 Council held a trial hard waste service for concession card holders. The trial service was limited to one collection/drop-off per residential property in Gawler, and on presentation of a valid concession card. The trial program offered an on-demand/booking Kerbside Collection service (two cubic metres of household waste per residential dwelling) and an on-demand/booking drop-off service at the Eco Waste site in Willaston, provided as a joint venture between NAWMA and Eco Waste Solutions (one 2.1m x 1.5m x 2.0m metre trailer).

The trail hard waste service was limited to 460 collections and/or drop-offs and ceased in May-June 2019.

Due to the success of the trial concession card hard waste program Council will continue working with its regional partner NAWMA to engage with and discuss the expansion of the Hard Waste trial in 2019/20 to all residences.



Installation of solar panels on the Gawler Administration Centre roof

Biodiversity Management Plan

The draft Town of Gawler Biodiversity Management Plan progressed throughout the year with completion of two community consultations and Council Member workshops. Feedback obtained from consultation has informed development of the draft Plan, which is expected to be presented to a future Council meeting later in 2019. The draft Town of Gawler Biodiversity Management Plan is a key deliverable in Council’s Community Plan and will provide an overarching strategic approach to the management of Council’s biodiversity assets into the future with prioritised recommendations relating to policy, programs and on-ground capital works.

Gawler Urban Rivers Biodiversity Program

Activities undertaken within the North Para, South Para and Gawler Rivers in the 2018/2019 FY have included follow-up weed control, removal of woody weeds/exotic trees, erosion works and revegetation.

Follow up weed control was undertaken as part of annual follow up weed control program throughout river corridors. This work is required to prepare sites for revegetation as well as for promoting the establishment of plants and natural regeneration. Ongoing weed control should continue throughout the project area.

Removal of woody weeds and exotic trees such as Pepper Trees within river corridors, with a priority being North and South Para Rivers. There has also been some smaller areas of Prickly Pear infestations remaining that have required removal and ongoing management. In particular cane removal immediately downstream of the Gawler River junction; 15 Pepper Trees (*Schinus molle*) have been removed on the North Para from the area downstream of the Murray Road ford through to



Clonlea Reserve

Paridla Taikondi (Gawler River junction) and in the South Para River along Paterson and Fotheringham Terraces, Gawler. Works included the removal of Ash trees from within the river bed.

Erosion Works included the reinstatement of ‘Silt Fences’ within the North Para River, and consolidation of three damaged stormwater outlets into a single controlled outlet into the South Para River behind the Gawler Sports and Recreation Centre.

Revegetation activities have included buffer planting of previous year’s revegetation locations and at locations within the North Para River where Peppercorn trees were removed. Further planting of the Gawler River occurred through Reid Reserve in the riparian zone and on river embankments on the southern side of the Gawler Sport and Community Centre.

Open Space Management

As Gawler continues to grow and new housing estates are developed, there will be an increase in the amount of new open space areas vested in the Council for use by the community. The Town of Gawler recognises the benefits of open space to facilitate active and passive recreation as well as promoting other social, health and environmental benefits and has recognised that these areas are required to be developed in a financially sustainable manner given open space is a significant cost to Council’s operations.

The progression of Council’s draft Open Space Guideline is an outcome of Council’s commitment to the effective management of open space. Over the past 18 months the Town of Gawler administration has focused on the management of open space and achieving efficiency

improvements from development assessment and increasing the integration of operational service levels into the assessment process relating to new open space areas. Open space assessment of new housing estates have been completed for Springwood Highfield Central and Lineal Reserve as well as other reserves in new housing estates that have in total, led to an operational maintenance cost saving of approximately \$53,500 per annum into the future, whilst also achieving desired open space outcomes for the community. Over the next 10 years the Town of Gawler is expecting approximately \$1.9M of additional maintenance costs associated with new reserves from urban development.

Land Division & Open Space Guidelines

To assist developers in the Town of Gawler and to guide the design and provision service levels of open space areas in new housing estates, the draft Town of Gawler Open Space Guidelines was substantially developed. Community consultation undertaken informed development of the draft Guideline document, which outlines the standards and requirements for design of new reserves to be vested in the Council relating to quantity and quality of public realm infrastructure in various categories of reserves.

The draft Guideline document complements Council’s existing Standards and Requirements for Land Development / Land Division document, which is planned for updating in 2019 and outlines Council’s requirements for the provision of civil infrastructure such as roads, storm water systems and public lighting.

Paxton Street Landfill Management Plan

In February 2019 Council engaged GHD, an external consultant, to commence phased environmental investigations to inform the site’s ongoing management. The site was closed as a landfill in June 1991 to the closure requirements of the South Australian Waste Management Commission. Council is commitment to respecting and nurturing the environment and this commitment is reflected in the requirement to develop management plans for Council land, including Council’s former landfill site located at Little Paxton Street, Willaston.

Gawler River Floodplain Management Authority

The Gawler River Floodplain Management Authority (GRFMA) was formed as a Regional Subsidiary under Section 43 and Schedule 2 of the Local Government Act1999 on 22 August 2002. The Constituent Councils are Adelaide Hills, Adelaide Plains, Barossa, Light Regional, City of Playford and Town of Gawler. Meeting are held bi-monthly which are attended by two (2) representatives of each Council (1 Staff & 1 Council Member) to consider the administration and operation of the Authority. The meetings are overseen by the Independent Chairman Mr Ian Baldwin, assisted by an Executive Officer.

Northern Floodway Project

The Authority, through all its Constituent Councils, remains committed on the progressing the \$27M Northern Floodway Project on the Gawler River. This project will improve the level of flood protection to the Lower Gawler River. This Project has been proposed through a Flood Review Report prepared following flooding which occurred on the lower Gawler River in the Spring of 2016. Northern Floodway Works is comprised of the following:

- Levee bank improvements from Pederick Road (and potentially further upstream) to the Rail Bridge east of Old Port Wakefield Road
- A side spillway on the northern bank of the Gawler River upstream of Old Port Wakefield Road to divert water into the floodway
- New culverts under Old Port Wakefield Road to provide sufficient capacity for floodway flows. This includes raising a section of Old Port Wakefield Road to the north
- A new levee system to contain flows within a designated flow path on the northern side of the river to Port Wakefield Road
- A second spillway on the levee upstream of Port Wakefield Road to allow overtopping further to the north in large events, preventing flooding north of Gawler River Road
- A new levee system on the floodplain to the west of Old Port Wakefield Road to contain flows within a designated flow path north of the river, then directing flows back towards the main river channel towards the western extent of the Buckland Park development area
- Flows will spread out through the floodplain from this point, or be guided through the Buckland Park residential development, should it be developed.

The Authority is actively seeking grant funding opportunities with both the Federal and State Government to attribute 100% of the upfront costs required to deliver the project. A detailed advocacy approach is being developed to guide the process of accelerating funding opportunities.

Unharmd Mitigation Project

The Authority, in partnership with the University of Adelaide, has received funding via the National Disaster Resilience Program (NDRP), to develop a decision support tool named UNHaRMED. This will consider how best to manage flood risk into the future in an integrated and dynamic approach. The project will commence mid-2019 and conclude in late 2020.

Charter Review

A review of the Charter has commenced and will be completed in 2019. The aim of the review is to consider what changes are necessary to improve the governance framework of the Authority as well as create efficiencies in its management. The review will consider best practice in developing a revised Charter for the Constituent Council’s consideration.

OUR ENVIRONMENT - Key Achievements

Fire Prevention Program

Council's Community Safety Team includes trained Fire Prevention Officers (FPOs) who conduct ongoing inspections of Gawler's urban and rural areas to identify potential bushfire risks prior to the fire danger season.

As part of Council's yearly Bushfire Prevention Program, FPOs educate land owners and occupiers about the potential risks associated with overgrown vegetation and excess fuel loads on properties. During the past year, Officers have utilised methods such as social media engagement, newspaper articles, face to face education and direct correspondence to advise land owners of their responsibilities relating to overgrown vegetation, tall grass and dangerous fuel loads on private properties.

During their annual audit, FPOs issued a total of 99 Notices to rural landowners, and 192 Notices to residential landowners. 16 rural and 53 residential landowners required a further Reminder Notice, with a remaining total of 23 Expiation Notices issued to land owners for failing to comply with their obligations under the Fire and Emergency Services Act, 2005.

It is important for residents and land owners to be aware that Gawler is situated in a high fire risk zone, and Council requires assistance with keeping the community safe. Residents can reduce the risk of spreading fire by reducing dry grass, weeds and undergrowth to a maximum height of 10cm, cleaning debris from gutters and removing stockpiled flammable items from their properties.



Tree planting at Clonlea Reserve

OUR ENVIRONMENT - Key Achievements

Birds of Abundance

Council continued to actively disturb and manage flocks of pigeons and little corellas in and around Gawler.

Little corellas are referred to as birds of abundance. Each year corellas cause considerable damage to assets and, numbering in their thousands, become a nuisance to residents and businesses. The defoliation corellas cause to native trees is a growing concern.

This year saw the Department for Environment and Water (DEW) progress the development of the South Australian little corella Management Strategy. Council was invited to be a part of the Little Corella Reference Group and will be involved in shaping the strategy's aims, objectives and actions.

Dogs and Cats Online (DACO)

On 1 July 2018 the Dog and Cat Management Board (DCMB) released a whole of local government initiative, Dogs and Cats Online (DACO). DACO is an online system that consolidates the dog (and where applicable cat) registration processes. DACO provides a system that is 'low maintenance' with simple and intuitive interfaces for both users and system administrators. The public can access DACO to obtain information relating to dog and cat facilities, general information and to search for information regarding a dog or cat found wandering at large for the purposes of reunification.

Advocate for the Electrification of the Gawler Line

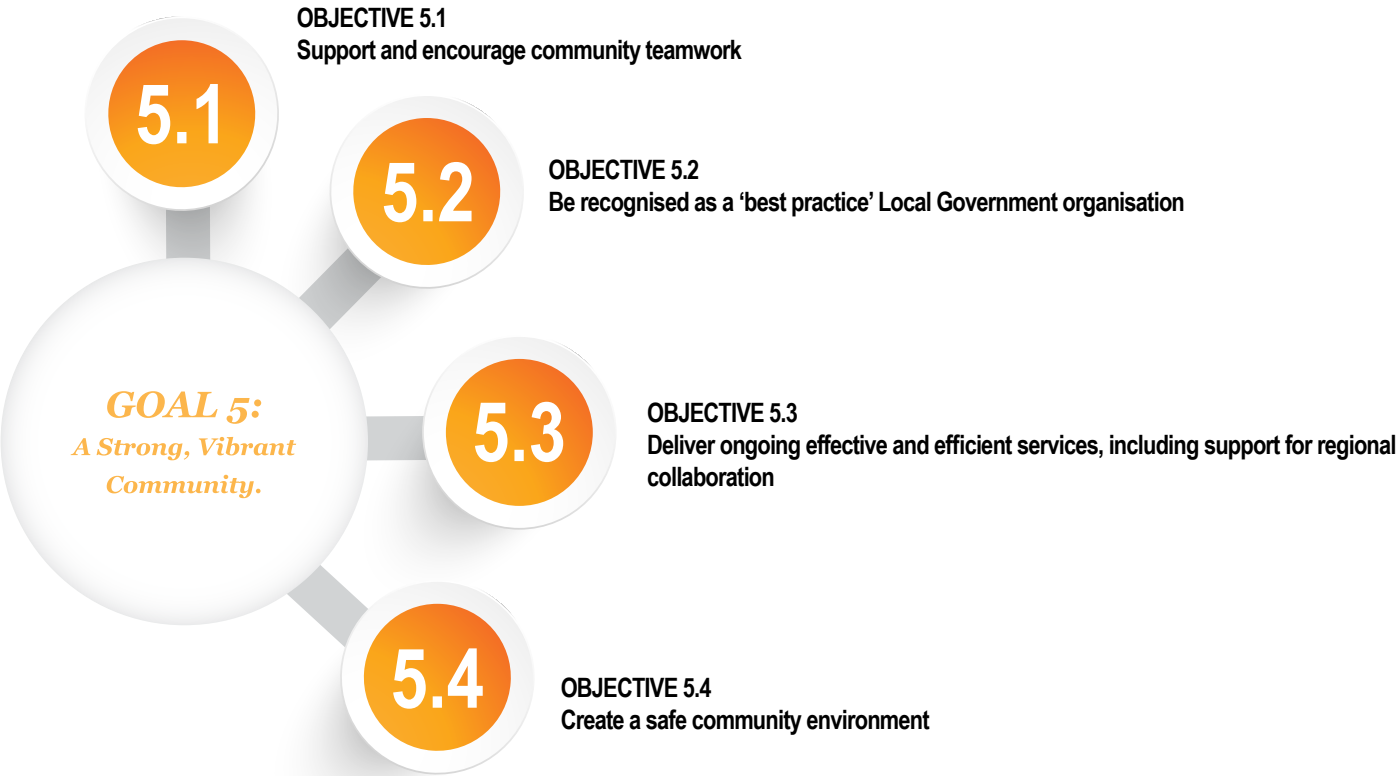
The \$615 million electrification and modernisation of the Gawler Rail Line will deliver a faster, cleaner and more reliable service. Lendlease had been appointed as the head contractor for the design and construction of the entire line between Adelaide and Gawler. Detailed design works commenced in early 2018 for the Adelaide to Salisbury section and then expanded to incorporate the full line to Gawler. A funding agreement has been reached with the Commonwealth Government, with the State Government contributing \$395 million and the Australian Government - \$220 million. The project is scheduled for completion by late 2020.

The Town of Gawler has been a long-time advocate for the line's electrification. An efficient public transport system is critical to support population and jobs growth. Fast and efficient rail infrastructure will increase connectivity between Adelaide and the region, attracting a skilled workforce and increasing liveability.

Consideration of the extent of vegetation impacts and the potential King Street Bridge removal and its replacement with a shared use pedestrian bridge are expected in 2019-20, amongst other integration works.



Advocate for the electrification of the Gawler Railway Line



The following is a reflection of the Key Achievements relating to Goal 5 - A Strong, Vibrant Community. The more significant Key Achievements for Goal 5 are featured on the next few pages.

OBJECTIVE 5.1 Support and encourage community teamwork

- Gawler Youth Advisory Committee
- Gawler & Districts Youth Workers Network
- Friends of Gawler Library
- Graffiti Program
- Gawler Visitor Information Centre
- Welcoming New Australian Citizens
- Gawler Farmers' Market
- Gawler Community House
- Service Clubs
- Community Groups / Sporting Clubs
 - Karbeethan Sporting Association Memorandum of Understanding
- Local Government Association
- Gawler Show
- Gawler Carols

OBJECTIVE 5.2 Be recognised as a 'best practice' Local Government organisation

- Local Government Recognition
- Gawler Council Involvement in Related Sector Initiatives
- Implementation of the Planning, Development and Infrastructure Act 2016
- Audit Committee
- Governance
- Human Resource Management and Organisational Development

- Our People
- Traineeships
- Cultural Awareness Program
- Our People Our Safety
- Electronic Data Management System
- Mayors Leadership Program
- Mayors involvement in GAROC, LGA Board and Australian Local Government Association
- CEO involvement in Local Government Professionals, Barossa Regional Development, Northern Adelaide Waste Management Authority, Regional Council Procurement Group, Local Government Association, Local Government Association CEO Advisory Group
- Application of Contemporary Business Practices – High Performance Organisation/90 Day Planning
- Corporate Management Framework Overview
- Financial Management Overview
- Performance Excellence Program
- Regional Collaboration Overview
- Boundary Reform

OBJECTIVE 5.3 Deliver ongoing effective and efficient services, including support for regional collaboration

- Library Services
- Effectiveness and Efficiency Program

- Performance Excellence Program
- Enterprise Agreements
- Digital Transformation of Council Business
- Barossa Regional Procurement Group
- Barossa Light and Lower Northern Region Public Health and Wellbeing Plan
- Emergency Management Plan Review
- Environmental Management
 - Solar Photovoltaic System at the Gawler Administration Centre
 - Environmental Management Software
 - Finnis Street Carpark Light Review
 - Building Upgrade (BUF) Scheme

OBJECTIVE 5.4 Create a safe community environment

- Disability Access and Inclusion Plan
- Traffic and Parking
- Animal Management
- DACO
- Dogs in Gawler
- Dog Door Knock
- By-Laws
- Birds of Abundance
- Upgrade Public Lighting
- Building Fire Safety Committee
- Building Inspections
- SA Police
- Gawler Road Safety Group

Boundary Reform

On 1 January 2019 the Local Government (Boundary Adjustment) Amendment Act 2017 came into effect. The Act provides a new process for initiating and reviewing Council boundary reform proposals. These proposals will be reviewed, administered and ultimately investigated by an independent body, the Boundaries Commission, which will then make recommendations to the Minister for Local Government.

The new boundary reform process allows Council to plan for its future, show strong leadership in its region and lead the conversation as it relates to key issues such as understanding the communities of interest exist and the associated impacts on residents and services. In light of this, Council resolved to strategically investigate the Town of Gawler's Local Government Boundaries at its May 2019 Meeting.

The decision provides a step by step approach to this important yet complex process with opportunity for the community to have a say in this important initiative. Taking this leadership action demonstrates that Council is serious in setting the community of Gawler up for success into the future but also applying a sensible approach that allows Council to make informed decisions on behalf and in the best interests of our community.

Regional Collaboration Overview

Council continues to proactively collaborate with neighbouring Councils on various initiatives.

Council continues to be a joint owner of two regional subsidiaries: namely the Gawler River Floodplain Management Authority (with the City of Playford, Adelaide Hills Council, The Barossa Council, Light Regional Council, and the Adelaide Plains Council) and the Northern Adelaide Waste Management Authority (NAWMA) (with the City of Playford and City of Salisbury). NAWMA is widely recognised as an industry leader in the waste management sector.

The Council continued to share casual Library staff with Adelaide Plains Council, as part of a Memorandum of Understanding (MoU) first established in 2007.

The Council is a member of the Barossa Regional Procurement Group, which is a five Council purchasing initiative (along with The Barossa Council, Mid Murray Council, Adelaide Plains Council, and Light Regional Council) that has delivered improved procurement practices and provided value for money outcomes for the participating Councils.

In December 2018, Council instigated a joint venture with neighbouring Light Regional Council to engage an ICT trainee hosted by Town of Gawler.

Performance Excellence Program

In early 2018, the Council elected to join the Australasian Local Government Performance Excellence Program, which is an extensive performance management tool developed by PwC in conjunction with Local Government Professionals Australia NSW.

As a unique, highly innovative, industry-driven collaboration, it is recognised locally, nationally and internationally for its quality of Council performance benchmarking across Australia and New Zealand.

Approximately 120 Councils across Australia and New Zealand currently participate in the program. The program enables Council leaders to see their own strategic and operational performance in context of the unique local government sector and gain deeper intelligence and real insight on their Council's performance strengths and areas for improvement.

The Council has agreed to participate in the program for three years, with the first year of participation relating to the 2017/18 financial year. The 2017/18 findings were tabled to Council, via the Audit Committee, in May 2019.

Corporate Management Framework Overview

Council applies a Corporate Management Framework to facilitate and co-ordinate the implementation of Council's Community Plan, with the Framework articulating the relationship between legislation, organisational, strategy and policy disciplines align to then achieve our agreed goals.

The Framework is underpinned and informed by the development of the Community Plan, Annual Budget / Business Plan, Divisional Annual Business Plans (and associated 90 day plans), individual Performance Management Plans, and various other key strategic documents.

Mayors involvement in GAROC, LGA Board and Australian Local Government Association

Mayor Redman is a board member of the Local Government Association of SA and the Chair of the Greater Adelaide Region Organisation of Councils (GAROC). She is also a board member of the Australian Local Government Association (ALGA). Involvement in such sector based organisations is seen as a critical influencing capacity in advocating for the sector and the Gawler community.

The Mayor's Young Women's Leadership Program

A voluntary program that combines leadership development with a mentor/sponsor relationship to create an unprecedented forum for exposure to a broad range of local female leaders and hence, the development of the participants' leadership skills.

The program employs a blended learning methodology based around peer knowledge-sharing, practical

OUR LEADERSHIP - Key Achievements

workplace experiences in a variety of settings and personal reflection.

Throughout the program, learning outcomes are related back to the day-to-day challenges of each participant ensuring maximum exposure to a variety of leadership styles. This process is further enhanced through the mentor/sponsor relationship.

The flexible program will comprise several one-one sessions with mentor and mentee in addition to job shadowing opportunities to allow discussion on leadership styles. The aim of the program is two-fold. Participants enhance their confidence and capabilities whilst developing lasting connections with their peers. Throughout the program, participants generate personal Action Plans with the support of their mentor/sponsor. This process assists students to operationalise learning outcomes and goals. Working alongside a respected community/ business leader creates a safe and supportive environment for exploring one's developmental needs and career aspirations. The active involvement of a sponsor helps to align the participants' aspirations with real time exposure and subsequent awareness of how good leaders achieve effective outcomes.

Mentoring is a development-orientated initiative. The role of the mentor is to provide insight, and to guide and advise the student in their development during the program. Mentors typically assume the role of the trusted adviser based on their own professional experience and knowledge of the business or industry or community group. The mentor is not necessarily responsible for the performance of the student, but through experience can help fast track their learning and support their leadership development.

- Participant eligibility
- Resident of Gawler
 - Aged 18-35 women

It is envisaged that there will be opportunities to meet with the Mayor that will explore career focus to ensure that participants capitalise on the program with an optimal understanding of their own aspirations and strengths as they relate to realising their potential.

CEO involvements

- The CEO has been involved in the following sector related initiatives this is seen as an important part of his role to support the sector more widely but also to ensure that the Gawler Council's and community's position on key matters is advocated for as and where considered appropriate.
- Local Government Professionals, Board Member (2016 – present)
 - Barossa Regional Development, Board Member (2013- present)
 - Northern Adelaide Waste Management Authority, Board Member (2017 – present)

- Chair of Regional Council Procurement Group- Gawler, Barossa, Adelaide Plains and Light Regional Councils (2018 – present)
- Local Government Association, Research and Development Scheme, Metro Adelaide CEO representative (2016 – present)
- Local Government Association CEO Advisory Group (Commercial opportunities) (2018 to present).

Cultural Awareness Program

Council's culture is the shared values and behaviours that set the standard for staff, to approach their work, their interactions and their commitment to how they work with each other and on behalf of the community. The initial culture and effectiveness surveys (OCI/OEI) were conducted in May 2015, with a re-test in May 2018. Following the re-test, based on the overall results, action planning using the data collected by the OCI and OEI as a guide was instigated. Progress with our departmental action plans for cultural improvement will continue the organisation's cultural change journey over the next year to further assist in creating constructive organisational culture that is focussed on best practice business outcomes.

Financial Management Overview

- The key financial outcomes from the 2018/19 financial year were as follows:
- 1)An underlying operating surplus of \$77,000, which is slightly above the adopted underlying budget surplus estimate of \$47k, but slightly below the revised forecast underlying estimate of \$134k;
 - 2)A net financial liabilities ratio of 84.3%, which is slightly below the adopted budget estimate of 86.0% and the revised forecast of 86.9%. The result was below the budget and forecast estimate due to unspent capital works as at 30 June 2019;
 - 3)Gross debt as at 30 June 2019 of \$20.244 million, which was temporarily \$1.056m above the forecast estimate. The temporary variance in debt as at the reporting date was influenced by the slight delay in the timing of the proceeds from the sale of property (\$1.17m – received on 2 July 2019).

Human Resource Management and Organisational Development

Town of Gawler's future success depends upon the skills, energy and commitment of its employees. A highly productive and competent workforce will deliver services that meet their infrastructure, community and financial responsibilities. Council aims to attract, develop and retain talented individuals and provide a stimulating, supportive and safe work environment that enables them to maximise their contribution. Industrial arrangements and supporting human resources strategies, policies and tolls are in place to offer a framework to improve Council's performance.

OUR LEADERSHIP - Key Achievements

Our People

- Our people are the heart of our organisation.
- The average length of service for employees at the Council (workforce tenure) is 7.7 years
 - The Town of Gawler's workforce average age is 45
 - Gender Balance - Ratio of male to female employees (% as at 30 June 2019) male: 47 female: 53.
 - 139 Employee Numbers at 30 June 2019 inclusive of full time, part time, fixed term and casuals
 - Annual employee turnover rate for 2018/2019 = 12.35%

Traineeships

- Council continued to invest in its local young people by providing an opportunity to undertake a traineeship. During the 2018/2019 year three traineeships were engaged.
- A joint venture with neighbouring Light Regional Council to engage an ICT trainee hosted by Town of Gawler
 - A placement made in Council's Administration
 - A placement made in Council's Civil/Town Services team

Our People Our Safety

- Work Health and Safety (WHS), Risk Management (RM) and Injury Management (IM) will always be of high importance and therefore Council will continue to invest and implement improvements in undertaking these elements.
- Council is continuing to roll out the implementation of Skytrust (WHS Management Software). For the 2018/19 financial year there has been a 20 percent reduction in worker compensation claims. This reduction in claims has likely been attributed to the introduction of Skytrust allowing for real-time dashboard, showing trending performance indicators promoting important business

- decisions to increase efficiency and productivity. Key activities undertaken in 2018/2019 include:
- o Developing and implementing a Risk Management Framework. This strategic document assists Council in identifying and minimizing risk within Council;
 - o Developing and implementing a Strategic Risk Register, to assist in mitigating risk that would prevent us with achieving our goals within the Community Plan;
 - o Continuing to roll out online training for staff and community members, which has proven to be an efficiency and cost saving for Council. Training has included;
 - Drug and alcohol training
 - Manual handling training
 - Bullying and harassment training
 - ICAC training
 - Hazardous chemicals training
 - Introduction to Local Government training
 - Isolation lock out tag out training
 - o Partnering with neighbouring Councils to continue the development and rollout of online training; and
 - o Continuing our Health and Wellbeing Program, including annual health checks, flu vaccinations and skin screening.

Electronic Data Management System

Council has a legislative requirement under the State Records Act 1997 to ensure that all corporate records are appropriately managed, stored and maintained. This year, 118406 corporate records were electronically captured into Council's Electronic Document Records Management System. An internal audit of records was conducted in early 2019 and anomalies for 392 boxes of hard copy records stored at Council's off-site storage provider and Council's electronic data records were identified.



Records staff Courtney and Laura at Council's off-site records storage

OUR LEADERSHIP - Key Achievements

Council's Records team has corrected these anomalies ensuring that Council's electronic records match the hard copy storage data sets.

Digital Transformation of Council Business

By taking advantage of the unprecedented pace of technological progress, access to real-time data and implementation of smart technology, Council has the opportunity to increase utilisation of infrastructure, invest in clean energy and energy efficiency, improve services to the community and better benchmark its performance against other local governments. Businesses and start-ups are already taking advantage of information and communications technology to provide new types of real-time personalised services.

The uptake of technology such as smart phones in Australia, combined with access to and use of data across the public and private sector, represents an enormous resource for innovation, service improvement and efficient use of infrastructure in Gawler.

"Connected Community" is the Town of Gawler's project being part funded by the Australian Government's Smart Cities and Suburbs Program. The funding received for the Connected Community project has enabled Council to engage Plutus Commerce, a mCommerce specialist company, to develop an online platform that can engage Council, local business and the community. This platform will drive and manage Council's free public WiFi system, be available via the internet and a free "Town of Gawler" App.



Gawler Public WiFi

OUR LEADERSHIP - Key Achievements

Local Government Association

The Local Government Association (LGA) is the peak representative body South Australia and prides itself on being the voice of Local Government. The Association provides leadership to Councils and representation to governments and other key stakeholders. Membership of the LGA is an important tool for Councils and their members in seeking ongoing improvement in service delivery. This year, Town of Gawler's membership subscription to the LGA was \$36,837.

Building Fire Safety Committee

Council's Building Fire Safety Committee held four meeting this year, above the mandatory three meetings required in accordance with the Development Act 1993. A total of 14 Building Fire Safety compliance inspections were conducted on commercial premises within Gawler, an increase of five, on the previous year.



Steven Marshall MP Premier of South Australia, visits Gawler