



AGENDA

5th Ordinary Council Meeting

11th Council of Litchfield

TUESDAY 18/01/2022

Meeting to be held commencing 6:00pm
in Council Chambers at 7 Bees Creek Road, Freds Pass
https://www.youtube.com/channel/UCdM3M5gfh6-wQ0KiL89_2eg/live

Community Forum
will be held from 5:30pm – 6:00pm

Daniel Fletcher
Chief Executive Officer

COVID-19 Statement of Commitment

The Ordinary Meeting of Council will be open to the public and holds a Statement of Commitment to adhere to:

- Physical distancing measures
- Health and hygiene principles



COUNCIL AGENDA

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COUNCIL AGENDA

LITCHFIELD ORDINARY COUNCIL MEETING

Tuesday 18 January 2022

1. Acknowledgement of Traditional Ownership

Council would like to acknowledge the traditional custodians of this land on which we meet tonight. We pay our respects to the Elders past, present and future for their continuing custodianship of the land and the children of this land across generations.

2. Opening of Meeting

An audio & visual recording of this meeting is live streamed to Council's YouTube channel and will remain online for public viewing in accordance with Council's Recording of Council Meetings Policy. By attending this meeting, you confirm you have read and agree to comply by Council's Recording of Council Meetings Policy.

3. Electronic Attendance / Apologies and Leave of Absence

- 3.01 Electronic Attendance
- 3.02 Apologies
- 3.03 Leave of Absence Previously Granted
- 3.04 Leave of Absence Request

4. Disclosures of Interest

Any member of Council who may have a conflict of interest, or a possible conflict of interest regarding any item of business to be discussed at a Council meeting or a Committee meeting should declare that conflict of interest to enable Council to manage the conflict and resolve it in accordance with its obligations under the Local Government Act and its policies regarding the same.

- 4.01 Elected Members
- 4.02 Staff

5. Confirmation of Minutes

5.01 Confirmation of Minutes

- Ordinary Council Meeting held Tuesday 14 December 2021, 10 pages; and
- Ordinary Council Meeting Confidential Section held Tuesday 14 December 2021, 2 pages.

5.02 Council Action Sheet / Business Arising from Previous Meetings



COUNCIL MINUTES

LITCHFIELD COUNCIL MEETING

Minutes of Ordinary Meeting
held in the Council Chambers, Litchfield
on Tuesday 14 December 2021 at 6:00pm

Present	Doug Barden Mathew Salter Rachel Wright Andrew Mackay Kevin Harlan Emma Sharp Mark Sidey	Mayor Deputy Mayor / Councillor North Ward Councillor North Ward Councillor Central Ward Councillor Central Ward Councillor South Ward Councillor South Ward
Staff	Arun Dias Leon Kruger Diana Leeder Alana Rosse	Acting Chief Executive Officer General Manager Infrastructure & Operations Executive Manager Community Inclusion Executive Assistant
Public	As per Attendance Register	

1. ACKNOWLEDGEMENT OF TRADITIONAL OWNERS

On behalf of Council, the Mayor acknowledged the Traditional Custodians of the land on which the Council meet on. The Mayor also conveyed Council's respect to the Elders past, present and future for their continuing custodianship of the land and the children of the land across generations.

2. OPENING OF THE MEETING

The Mayor opened the meeting and welcomed members of the public.

The Mayor advised that an audio and visual recording of the meeting was live streamed to Council's online platform and will remain online for public viewing in accordance with Council's Recording of Council Meetings Policy. By attending the meeting, those present agreed to comply by Council's Recording of Council Meetings Policy.

3. ELECTRONIC ATTENDANCE / APOLOGIES AND LEAVE OF ABSENCE

3.1 Electronic Attendance

Nil.

3.2 Apologies

Daniel Fletcher, Chief Executive Officer.

3.3 Leave of Absence Previously Granted

Nil.

3.4 Leave of Absence Request

Nil.

4. DISCLOSURE OF INTEREST

The Mayor advised that any member of Council who may have a conflict of interest, or a possible conflict of interest regarding any item of business to be discussed at a Council meeting or a Committee meeting should declare the conflict of interest to enable Council to manage the conflict in accordance with its obligations under the Local Government Act and its policies regarding the same.

4.1 Elected Members

No disclosures of interest were declared.

4.2 Staff

No disclosures of interest were declared.

5. CONFIRMATION OF MINUTES

5.1 Confirmation of Minutes

Moved: Cr Wright
Seconded: Cr Mackay

THAT Council confirm the following:

1. Special Council Meeting minutes held 9 November 2021, 3 pages;
2. Ordinary Council Meeting minutes held 16 November 2021, 12 pages; and
3. Ordinary Council Meeting Confidential minutes held 16 November 2021, 2 pages.

CARRIED (7-0) ORD2021 11-064

5.2 Council Action Sheet / Business Arising from Previous Meetings

Moved: Cr Sidey
Seconded: Cr Harlan

THAT Council receive and note the Action List.

CARRIED (7-0) ORD2021 11-065

6. PETITIONS

Nil.

7. DEPUTATIONS AND PRESENTATIONS

Nil.

8. PUBLIC QUESTIONS

Nil

9. ACCEPTING OR DECLINING LATE ITEMS

Nil.

10. NOTICES OF MOTION

Nil.

11. MAYORS REPORT

Moved: Mayor Barden
Seconded: Cr Harlan

THAT Council receive and note the Mayor's monthly report.

CARRIED (7-0) ORD2021 11-066

12. REPORT FROM COUNCIL APPOINTED REPRESENTATIVES

Councillors appointed by Council to external committees provided an update where relevant.

Moved: Cr Mackay
Seconded: Cr Harlan

THAT Council note the Councillors' verbal reports.

CARRIED (7-0) ORD2021 11-067

Mark Hogan, Planning & Development Program Leader attended and presented to the meeting via Zoom at 6.20pm.

13. WORK TEAM PRESENTATION

13.01 Planning Development

Moved: Cr Sharp
Seconded: Cr Mackay

THAT Council receive and note the Work Team Planning Development Presentation.

CARRIED (7-0) ORD2021 11-068

Mark Hogan, Planning & Development Program Leader left the meeting at 6.31pm.

14. OFFICERS' REPORTS

14.01 Business Excellence

Maxie Smith, Manager Corporate Services attended and presented to the meeting at 6.32pm.

14.01.01 Litchfield Council Finance Report – November 2021

Moved: Cr Mackay
Seconded: Cr Harlan

THAT Council note the Litchfield Council Finance Report for the period ended 30 November 2021.

CARRIED (7-0) ORD2021 11-069

Maxie Smith, Manager Corporate Services left the meeting at 6.39pm.

ORDER OF BUSINESS

The order of business was changed and Item 14.03.03 Asbestos Contamination Rehabilitation was brought forward for consideration.

David Jan, Manager Operations and Environment attended and presented to the meeting at 6.39pm

14.03.03 Asbestos Contamination Rehabilitation

Moved: Cr Mackay

Seconded: Cr Sidey

THAT Council:

1. approve Humpty Doo Waste Transfer Station as the only site to accept construction waste and that Howard Springs and Berry Springs will no longer accept construction waste.
2. approve the removal of the following waste fee.
 - 2.1.1. separated & Uncontaminated Construction Waste (concrete, tiles, bricks, sand and clean fill soil) - \$60.90 / tonne.
3. approve the inclusion of categories and fees for construction waste that will only be accepted at Humpty Doo Waste Transfer Station as follows:
 - 3.1. concrete, tiles, bricks, porcelain and terracotta which are clean and uncontaminated (including without steel reinforcing).
 - 3.1.1 commercial - \$37/tonne.
 - 3.1.2 residential – Free with a limit placed on amounts delivered in each instance consistent with green waste arrangements.
 - 3.2. concrete, tiles, bricks, porcelain and terracotta which are contaminated with steel reinforcing or scrap metal only.
 - 3.2.1. commercial – \$103/tonne.
 - 3.2.2. residential – Free with a limit placed on amounts delivered in each instance consistent with green waste arrangements.
 - 3.3. construction waste – Unsorted and certified free of listed waste substances.
 - 3.3.1. free and accept only residential, with a limit placed on amounts delivered in each instance consistent with green waste arrangements.
 - 3.3.2. no unsorted commercial waste accepted.
4. allocate an amount of up to \$350,000 from the waste reserve in Budget Review 1 to cater for the separation and disposal of existing contaminated waste.

CARRIED (7-0) ORD2021 11-070

David Jan, Manager Operations and Environment left the meeting at 6.53pm.

Maxie Smith, Manager Corporate Services attended and presented to the meeting at 6.56pm.

14.01.02 Budget Review 1 – 2021/2022

Moved: Cr Sidey
Seconded: Cr Harlan

THAT Council:

1. receive and note the Budget Review 1 report for 2021/2022; and
2. lay the matter on the table until the January 2022 Ordinary meeting in order to allow more time for the elected members to interrogate the documentation.

A Division was called

**Those voting in the affirmative of the motion: Mayor Barden, Deputy Mayor Salter,
Cr Sidey, Cr Harlan, Cr Mackay**

**Those voting in the negative of the motion: Cr Wright, Cr Sharp
CARRIED (5-2) ORD2021 11-071**

Maxie Smith, Manager Corporate Services left the meeting at 7.15pm.

Danny Milincic, Manager People and Performance attended and presented to the meeting at 7.25pm.

14.01.03 People, Performance and Governance Monthly Report – November 2021

Moved: Cr Wright
Seconded: Cr Harlan

THAT Council note the People, Performance and Government monthly report for November 2021.

CARRIED (7-0) ORD2021 11-072

Danny Milincic, Manager People and Performance left the meeting at 7.31pm.

Maxie Smith, Manager Corporate Services attended and presented to the meeting at 7.31pm.

14.01.04 Overriding Statutory Charge – Unpaid Rates

Moved: Cr Mackay
Seconded: Cr Sharp

THAT Council approve the fixation of the Common Seal with the Mayor and the Chief Executive Officer signing all documents relevant to applying the overriding statutory charge over the properties listed in Attachment A.

CARRIED (5-2) ORD2021 11-073

Maxie Smith, Manager Corporate Services left the meeting at 7.49pm.

14.02 Council Leadership & Community Services

14.02.01 Drafting Instructions – Litchfield Public Places By-laws

Moved: Cr Wright
Seconded: Cr Sidey

THAT Council endorse the draft table of By-law Instructions, at Attachment A, subject to minor editorial changes by the Chief Executive Officer.

CARRIED (6-1) ORD2021 11-074

14.02.02 McMinn's Lagoon Recreation Reserve Additional Funding

Moved: Cr Sharp
Seconded: Cr Mackay

THAT Council approve an immediate additional operational grant of \$5,000 to McMinn's Lagoon Reserve Management Association.

CARRIED (7-0) ORD2021 11-0075

Arun Dias, Acting Chief Executive Officer left the meeting at 8.01pm and returned at 8:03pm

14.02.03 Livingstone Recreation Reserve Masterplan

Moved: Cr Sharp
Seconded: Cr Wright

THAT Council:

1. receive and note this report titled Livingstone Recreation Reserve Master Plan; and
2. endorse the Livingstone Recreation Reserve Master Plan 2021-31

CARRIED (7-0) ORD2021 11-076

14.03 Infrastructure and Operations

Mark Hogan, Planning & Development Program Leader attended and presented via zoom at the meeting at 8:05pm

Cr Mackay left the meeting at 8:05pm and returned at 8:07pm

14.03.01 Summary Planning and Development Report November 2021

Moved: Cr Mackay

Seconded: Cr Harlan

THAT Council:

1. receive the Summary Planning and Development Report November 2021; and
2. note for information the responses provided to relevant agencies within Attachments A - H to this report.

CARRIED (7-0) ORD2021 11-077

Mark Hogan, Planning & Development Program Leader left the meeting at 8.25pm

14.03.02 Girraween Road Speed Limit Reduction 12-Month Review

Moved: Cr Mackay

Seconded: Cr Harlan

THAT Council:

1. receive the information in this report;
2. reinstate the historic 80km/h on Girraween Road between the point where Litchfield Council assumes control over the road to Azure intersection;
3. note the success of guard rails and right-hand turning lane at the Girraween/Hillier road intersection; and
4. request a further review at the December 2022 Ordinary Council Meeting.

A Division was called

**Those voting in the affirmative of the motion: Deputy Mayor Salter, Cr Sidey, Cr Harlan,
Cr Mackay**

Those voting in the negative of the motion: Mayor Barden, Cr Sharp, Cr Wright

CARRIED (4-3) ORD2021 11-078

David Jan, Manager Operations and Environment presented to the meeting at 8:48pm

14.03.04 Proposed Updated Waste Fees and Charges

Moved: Cr Harlan
Seconded: Deputy Mayor Salter

THAT Council

1. adopt the updated fees and charges structure and conditions for air conditioners, fridges, freezers, gas bottles and fire extinguishers as detailed in Table 1 of this report 14.03.04 on 14 December 2021; and
2. request the tyre fee structure to be brought back to Council when updates have been completed.

CARRIED (7-0) ORD2021 11-079

David Jan, Manager Operations and Environment left the meeting at 8:57pm

Mark Hogan, Planning Development Program Leader presented to the meeting via Zoom at 8:58pm

Cr Harlan left the meeting at 9.00pm and returned at 9:03pm

14.03.05 Proposed Place Names – Subdivision 408 Brougham Road, Darwin River

Moved: Deputy Mayor Salter
Seconded: Cr Wright

THAT Council:

1. support the proposed road name as follows:

Preferred	Alternative One	Alternative Two
River Rocks	Creekview	Creekside

2. provide a submission to the NT Place Names unit and the NT Place Names Committee detailing the above resolution.

CARRIED (7-0) ORD2021 11-080

Mark Hogan, Planning Development Program Leader left the meeting via zoom at 9:03pm

15. OTHER BUSINESS

Cr Harlan questioned the outstanding issue through Snap, Send Solve brought up at the previous Ordinary Council Meeting.

16. CONFIDENTIAL ITEMS

Moved: Deputy Mayor Salter
Seconded: Cr Sharp

THAT pursuant to Section 93(2) of the Local Government Act 2019 and Regulation 51 of the Local Government (General) Regulations the meeting be closed to the public to consider the following Confidential Items:

16.01 2022 Australia Day Awards

8(c)(iv) information that would, if publicly disclosed, be likely to prejudice the interests of the council or some other person.

16.02 2021-22 Annual Community Grants

8(c)(iv) information that would, if publicly disclosed, be likely to prejudice the interests of the council or some other person.

CARRIED (7-0) ORD2021 11-081

The meeting was closed to the public at 9:03pm.

Moved: Cr Mackay
Seconded: Cr Harlan

THAT pursuant to Section 93(2) of the Local Government Act 2019 and Regulation 51 of the Local Government (General) Regulations the meeting be re-opened to the public.

CARRIED (7-0) ORD2021 11-084

The meeting moved to Open Session at 9:12pm.

17. CLOSE OF MEETING

The Chair closed the meeting at 9:13pm.

18. NEXT MEETING

Tuesday 18 January 2022.

MINUTES TO BE CONFIRMED

Tuesday 18 January 2022

.....
Mayor
Doug Barden

.....
Chief Executive Officer
Daniel Fletcher

5.02 - Business Arising from the Minutes

In Progress

Ongoing

Completed and to be removed

Resolution Number	Resolution	Meeting Date	Officer	Status
16/0203	<p>Signage, Roadside Vans and Events on Council Land</p> <p>THAT Council:</p> <ol style="list-style-type: none"> 1. Endorse a position that no approvals will be given for signage, roadside vans or events on council owned land until such time as appropriate policy, procedures and by-laws are developed. This excludes Council Reserves which are run under management by committee or under lease to an incorporated body; 2. Develop Council by-laws to cater for the regulation of a permit system for signage within the municipality and roadside vans and events on council owned land; 3. Develop policy and procedures to support any Council by-laws which are enacted; and 4. To commence work on these by-laws, policy and procedures in 2017/18 financial year. 	21/09/2016	EMCI	Report seeking approval of Drafting Instructions for Litchfield Municipality By-Laws scheduled for inclusion in December Ordinary Council Meeting agenda.

COVID-19 Response Plan

THAT Council:

1. delegate to the Chief Executive Officer, pursuant to Section 32 (d) of the Local Government Act 2008 (NT), and in light of Australian Government and Northern Territory Government requirements for the COVID-19 response, its powers and functions as set out in sections 47 and of the Local Government Act 2008 (NT) being the power to determine opening times of Council's offices and facilities and the opening times of the Libraries until such time as the Australian Government or Northern Territory Government have declared the emergency has ended; and
2. delegate to the Chief Executive Officer, pursuant to Section 32 of the Local Government Act 2008 (NT), and in light of Australian Government and Northern Territory Government requirements for the COVID-19 response, the authority to cancel or amend programs, service levels, budgeted council events and third party events held on council property under license, permit, or any other agreement until such time as the Australian Government or Northern Territory Government have declared the emergency has ended.

1920/183

19/03/2020

CEO

Ongoing - This resolution of council continues to be active until the Australian and/or Northern Territory Governments declare the COVID-19 pandemic has ended.

Palmerston and Litchfield Seniors Association – Request for Funding Agreement Extension

THAT Council:

1. acknowledge the contribution of the Palmerston and Litchfield Seniors Association in providing social opportunities and celebratory events for seniors living in the Litchfield Municipality;
2. continue to support the Palmerston and Litchfield Seniors Association with a three-year funding agreement 2021 - 2024, commencing with base level funding of \$7,500 per annum for 2021 – 2022 with any additional funding to be considered during the 2022/23 budget process; and

11-032

19/10/2021

EMCI

Complete

3. advise the Palmerston and Litchfield Seniors Association that consideration of its application for an increase in funding for the second and third years of the agreement will be based on the provision of a budget identifying the need for such an increase.

Pre-Need Burial Plot Sales

THAT Council:

- | | | | | |
|--------|---|------------|------|--|
| 11-037 | <ol style="list-style-type: none"> 1. approve the practice of purchasing cemetery plots without the intention to use for interment with the proviso that an interment fee for the unused plot is paid; 2. request a review of CEM02 Interment Policy to include the provision of purchasing cemetery plots without the intention to use for interment and requirement for an interment fee on those plots; and 3. request staff to present the reviewed CEM02 Interment Policy to Council at its January 2022 meeting. | 19/10/2021 | GMIO | Ongoing
Implemented the interment fee, CEM02 Interment Policy to be submitted to January Council. |
|--------|---|------------|------|--|

Preparation of Business Case for Kerbside Collection and Associated Waste Operations

- | | | | | |
|--------|--|------------|------|---|
| 11-060 | <p>THAT Council provides in-principle support for the preparation of a business case for kerbside collection which will include investigation into current waste operations with recommendations for improvements/alterations, subject to a Council resolution as part of the next budget review to allocate funding for the preparation of the business case.</p> | 16/11/2021 | GMIO | Ongoing
Quotations to be sought from consultants |
|--------|--|------------|------|---|

Asbestos Contamination Rehabilitation

THAT Council:

1. approve Humpty Doo Waste Transfer Station as the only site to accept construction waste and that Howard Springs and Berry Springs will no longer accept construction waste.
2. approve the removal of the following waste fee. 2.1. separated & Uncontaminated Construction Waste (concrete, tiles, bricks, sand and clean fill soil) - \$60.90 / tonne.
3. approve the inclusion of categories and fees for construction waste that will only be accepted at Humpty Doo Waste Transfer Station as follows:

3.1. concrete, tiles, bricks, porcelain and terracotta which are clean and uncontaminated (including without steel reinforcing).

3.1.1 commercial - \$37/tonne.

3.1.2 residential – Free with a limit placed on amounts delivered in each instance consistent with green waste arrangements.

3.2. concrete, tiles, bricks, porcelain and terracotta which are contaminated with steel reinforcing or scrap metal only.

3.2.1. commercial – \$103/tonne.

3.2.2. residential – Free with a limit placed on amounts delivered in each instance consistent with green waste arrangements.

3.3. construction waste – Unsorted and certified free of listed waste substances.

3.3.1. free and accept only residential, with a limit placed on amounts delivered in each instance consistent with green waste arrangements.

3.3.2. no unsorted commercial waste accepted.

11-070

14/12/2021

GMIO

Ongoing
Pending community education
program

4. allocate an amount of up to \$350,000 from the waste reserve in Budget Review 1 to cater for the separation and disposal of existing contaminated waste.

Budget Review 1 – 2021/2022

11-071	THAT Council: 1. receive and note the Budget Review 1 report for 2021/2022; and 2. lay the matter on the table until the January 2022 Ordinary meeting in order to allow more time for the elected members to interrogate the documentation.	14/12/2021	GMBE	Budget Review 1 2021/2022 included in the 18 January 2022 Ordinary Council Meeting Agenda for Council's consideration.
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Overriding Statutory Charge – Unpaid Rates

11-073	THAT Council: 1. approve the fixation of the Common Seal with the Mayor and the Chief Executive Officer signing all documents relevant to applying the overriding statutory charge over the properties listed in Attachment A.	14/12/2021	GMBE	In progress. Statutory Charges being lodged in batches of 50. The Initial 50 (selected by value) have been lodged. Remaining Statutory Charges to be lodged during January 2022.
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Drafting Instructions – Litchfield Public Places By-laws

11-074	THAT Council endorse the draft table of By-law Instructions, at Attachment A, subject to minor editorial changes by the Chief Executive Officer.	14/12/2021	EMCI	
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McMinn's Lagoon Recreation Reserve Additional Funding

11-075	THAT Council approve an immediate additional operational grant of \$5,000 to McMinn's Lagoon Reserve Management Association.	14/12/2021	EMCI	
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Girraween Road Speed Limit Reduction 12-Month Review

THAT Council:

- | | | | | |
|--------|---|------------|------|---|
| 11-078 | <ol style="list-style-type: none">1. receive the information in this report;2. reinstate the historic 80km/h on Girraween Road between the point where Litchfield Council assumes control over the road to Azure intersection;3. that council notes the success of guard rails and right-hand turning lane at the Girraween/Hillier road intersection; and4. request a further review at the December 2022 Ordinary Council Meeting. | 14/12/2021 | GMIO | Ongoing
Planning currently underway for installation of signage. |
|--------|---|------------|------|---|

Proposed Updated Waste Fees and Charges

THAT Council

- | | | | | |
|--------|--|------------|------|--|
| 11-079 | <ol style="list-style-type: none">1. adopt the updated fees and charges structure and conditions for air conditioners, fridges, freezers, gas bottles and fire extinguishers as detailed in Table 1 of this report 14.03.04 on 14 December 2021; and2. request the tyre fee structure to be brought back to Council when updates have been completed. | 14/12/2021 | GMIO | Ongoing
Pending community education program |
|--------|--|------------|------|--|

Proposed Place Names – Subdivision 408 Brougham Road, Darwin River

THAT Council:

- | | | | | |
|--------|--|------------|------|---|
| 11-080 | <ol style="list-style-type: none">1. support the proposed road name as follows | 14/12/2021 | GMIO | Complete
Council submitted a Letter of Comment on 7 January to the NT Place Names unit and the NT Place Names Committee (Place Names) detailing its support for the preferred road names |
|--------|--|------------|------|---|
- | | | |
|-------------|-----------------|-----------------|
| Preferred | Alternative One | Alternative Two |
| River Rocks | Creekview | Creekside |

2. provide a submission to the NT Place Names unit and the NT Place Names Committee detailing the above resolution.



COUNCIL AGENDA

LITCHFIELD ORDINARY COUNCIL MEETING

Tuesday 18 January 2022

6 Petitions

7 Deputations and Presentations

8 Public Questions

9 Accepting or Declining Late Items

10 Notices of Motion

11 Mayors Report

11.01 Mayors Report



COUNCIL REPORT

Agenda Item Number:	11.01
Report Title:	Mayor's Monthly Report
Author & Recommending Officer:	Doug Barden, Mayor
Meeting Date:	18/01/2022
Attachments:	Nil

Executive Summary

A summary of the Mayor's attendance at meetings and functions representing Council for the period 15 December 2021 to 18 January 2022.

Summary

Date	Event
10 December 2021	Livingstone Reserve Xmas Party
12 December 2021	Berry Springs Volunteer Bushfire Brigade Xmas Party
13 December 2021	Meeting with Steve Sutton – Litchfield Communities Bushfire Resilience Project
15 December 2021	St Francis Catholic Primary School Graduation Mass
16 December 2021	Inpex Meeting – Introductions and Future Projects
17 December 2021	Meeting with Lingiari candidate & ex-Mayor Damian Ryan
17 December 2021	Meeting with Wayne Engelhoven – resident of Power Rd
17 December 2021	Mayor & Councillors - Xmas drinks at Livingstone Reserves 34 Mile Bar
17 December 2021	Meeting with Ken Jones – Litchfield Realty
18 December 2021	Meeting with Leo Bandias – subdivision on Lowther Rd
19 December 2021	Berry Springs Xmas markets
19 December 2021	Berry Springs Volunteer Bushfire Brigade lolly run(4 hrs on the fire truck)
21 December 2021	Community Forum and Ordinary Council Meeting

Recommendation

THAT Council receives and notes the Mayor's monthly report.



COUNCIL AGENDA

LITCHFIELD COUNCIL MEETING

Tuesday 18 January 2022

Council Appointed Representatives provide a verbal update on activities over the past month relating to the committee meetings to which the Councillor has been formally appointed.

12 Reports from Council Appointed Representatives

Date	Meeting	Representative
10-01-22	Litchfield Women in Business Network Committee Meeting	Cr Sharp



COUNCIL AGENDA

LITCHFIELD ORDINARY COUNCIL MEETING

Tuesday 18 January 2022

13	Work Team Presentation
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13.01	Regulatory Services
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COUNCIL REPORT

Agenda Item Number:	13.01
Report Title:	Work Team Presentation – Regulatory Services
Author:	Diana Leeder, Executive Manager Community Inclusion
Recommending Officer:	Daniel Fletcher, Chief Executive Officer
Meeting Date:	18/01/2022
Attachments:	Nil

Executive Summary

The purpose of this report is to introduce Council to the various Work Teams within Council and provide a brief presentation on the featured business area.

Recommendation

THAT the Work Team Presentation – Regulatory Services be received and noted.

Background

Following its inception in 2021, this year work teams within Council will continue to provide a brief presentation introducing their staff members and the upcoming projects and priorities within their team.

The objectives of the presentation include:

1. To introduce the staff behind the work; and
2. Update council on the projects and priorities the team are working on to deliver the Municipal Plan.

Links with Strategic Plan

A Well-Run Council - Good Governance
A Well-Run Council - Modern Service Delivery

Legislative and Policy Implications

Nil.

Risks



Nil identified.

Community Engagement

Not applicable.



COUNCIL AGENDA

LITCHFIELD ORDINARY COUNCIL MEETING

Tuesday 18 January 2022

14 Officers Reports

14.01 Business Excellence

- 14.01.01 Finance Report December 2021
- 14.01.02 DRAFT FIN14 Investment Policy
- 14.01.03 People, Performance and Governance December 2021 Report
- 14.01.04 Draft FIN20 New Initiatives Policy
- 14.01.05 Budget Review 1 2021 – 2022

14.02 Council Leadership & Community Inclusion

- 14.02.01 2021-2022 Municipal Plan Quarterly Performance Report
October – December 2021
- 14.02.02 Howard Park & Knuckey Lagoon Reserve Committee Minutes
- 14.02.03 Draft Community Engagement Strategy 2022 - 2025
- 14.02.04 Social Media Activation Strategy 2022 - 2025
- 14.02.05 Report from Library Shared Services Model Consultancy
- 14.02.06 Litchfield Women in Business Committee Minutes
- 14.02.07 Australian Government Building Better Regions Fund
- 14.02.08 Litchfield Council Draft Strategic Plan 2022-2025 – Public
Consultation

14.03 Infrastructure & Operations

- 14.03.01 Summary Planning and Development Report December 2021
- 14.03.02 CEM02 Rights of Interment Policy

14.03.03 Draft INF01 Asset Management Policy and EM05 Council
Members Allowance and Support Policy



COUNCIL REPORT

Agenda Item Number:	14.01.01
Report Title:	Litchfield Council Finance Report – December 2021
Author:	Maxie Smith, Manager Corporate Services
Recommending Officer:	Arun Dias, General Manager Business Excellence
Meeting Date:	18/01/2022
Attachments:	A: Litchfield Council Finance Report – December 2021

Executive Summary

This report presents the Litchfield Council Finance Report for 31 December 2021. Changes have been made to the Cash on Hand & Investments page which now reflect policy and enables monitoring.

Operational Income reflects the entire year of rates levied. As expenses are incurred over the year, the current surplus position will gradually decrease. The current operational position does not include depreciation.

Rates outstanding have decreased compared to the prior month in line with the second instalment falling due at the end of November. Outstanding rates will continue to decline as instalments fall due and Council implements rates recovery initiatives.

Council's cash position remains strong with a high performance of the current ratio representing enough cash resources to settle any outstanding liabilities beyond the next twelve months.

Recommendation

THAT Council notes the Litchfield Council Finance Report for 31 December 2021.

Background

Detailed financial information is presented on the following pages.

Links with Strategic Plan

A Well-Run Council - Good Governance

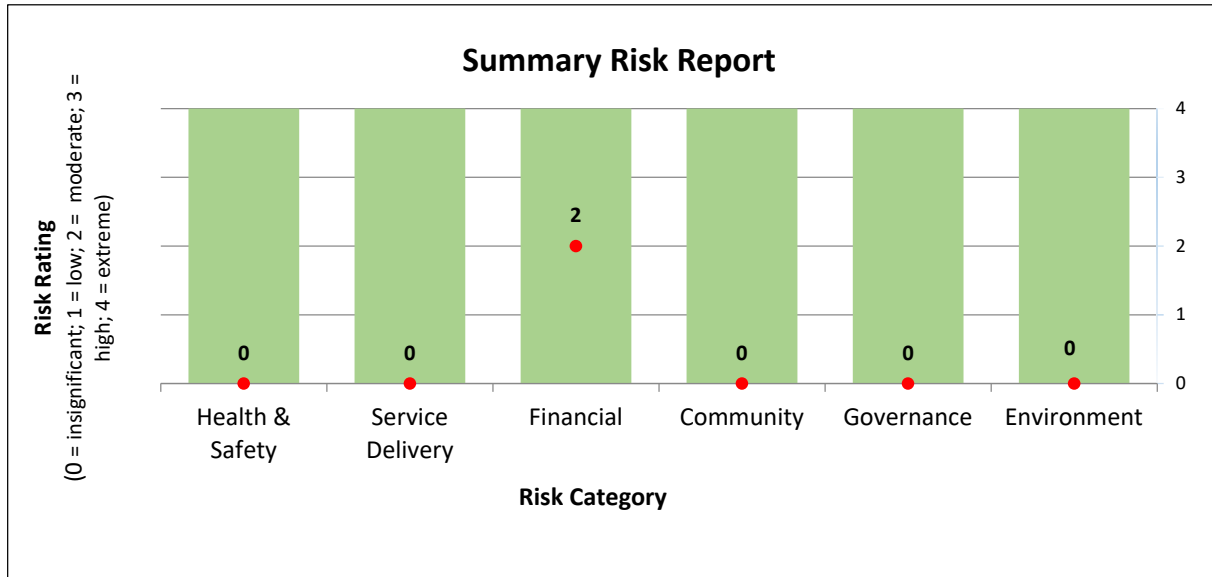
Legislative and Policy Implications

This report complies with the Local Government (General) Regulations 2021, Division 7, Financial Matters, Council's policies, and Australian Accounting Standards.

Financial Implications

Nil

Risks



Financial

The Council's current revenue levels fall short of funding the required asset renewals expenditure. As a result, there are long term financial sustainability challenges concerning the renewal and upgrade of existing assets, including buildings, roads, and irrigation infrastructure. Therefore, council continues to discuss avenues to increase investment in this area.

Community Engagement

Not applicable

**LITCHFIELD
COUNCIL**

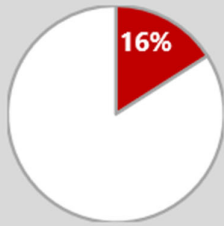


Finance Report

December 2021

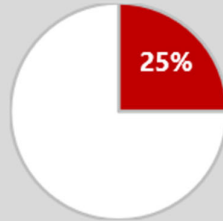
December 2021

DASHBOARD REPORTING



Asset Sustainability Ratio

Capital Expenditure
Actuals \$2.6m
Target – 30%



Rates Outstanding

\$2.9m Outstanding
Target– 18% (\$2.1m and less)

\$ 14.5m

OPERATIONAL REVENUE

\$17m Budget – 83% Target Achieved

\$ 7.5m

OPERATIONAL EXPENSES

\$16m Budget – 47% Spent

\$ 7m

OPERATING SURPLUS

Budget \$1.4m

\$ 1.2m

CAPITAL REVENUE

\$2.9m Budget

\$ 2.6m

CAPITAL EXPENSES

\$6.9m Budget

\$(1.4)m

CAPITAL DEFECIT

Budget (\$3.6m)

RATIOS

16% Asset Sustainability
Target 30% and more

25% Rates Outstanding
Target less than 18%

51% Own Source Revenue Ratio
Target 86% and more

10.78 Current Ratio
Target 1 and more

0 Debt Service Ratio
Target less than 1

Current Cash Investments

\$21.8m

2 of 18	Budgeted Capital Programs 2021/22
6 of 11	Carry Forward Programs from 2020/21
1 of 2	Additional Grant funded Project 2021/22
\$13m	Forecast Cash Reserves June 2022

	Not Achieved
	Not Achieved
	Budgeted to be Achieved
	Achieved
	Achieved

CONSOLIDATED FINANCIAL STATEMENTS

The consolidated Financial Statements, including Thorak Regional Cemetery operations, are presented in a similar format as the complete *End of Financial Year* Statements for greater transparency.

This statement does not include capital revenue which is reported in the capital budget position table. Capital expenditure is capitalised as Infrastructure, Property, Plant & Equipment in the Balance Sheet upon completion of the projects.

CONSOLIDATED OPERATING STATEMENT

	2021/22 Budget \$	2021/22 YTD Actuals \$	% Of Budget
REVENUE			
Rates	11,720,414.00	11,814,221.40	101%
Stat Charges	189,000.00	116,161.62	61%
User Charges	1,289,199.00	1,097,291.17	85%
Grants	3,608,882.00	1,254,556.00	35%
Inv Income	249,500.00	164,627.35	66%
Other Revenue	485,524.00	56,764.43	12%
TOTAL REVENUE	17,542,519.00	14,503,621.97	83%
EXPENSES			
Employee Costs	7,218,475.00	3,587,414.15	50%
Auditors Fees	50,000.00	2,042.00	4%
Bad Debts	900.00	-	0%
Elected Member	307,264.00	136,870.54	45%
Election Expense	-	166,586.98	-
Cemetery Operations	392,904.00	182,028.02	46%
Contractors	4,567,537.00	1,786,493.61	39%
Energy	193,800.00	79,362.76	41%
Insurance	311,500.00	354,148.09	114% ¹
Maintenance	453,810.00	247,761.74	55% ²
Legal Expenses	82,004.00	29,752.75	36%
Donations and Community Support	130,340.00	18,904.87	15%
Computer / IT Costs	346,250.00	214,976.80	62% ³
Parts, Accessories & Consumables	128,500.00	88,049.54	69%
Professional Fees	1,343,564.00	341,069.92	25%
Sundry	591,105.00	292,761.61	50%
TOTAL EXPENSES	16,117,953.00	7,528,223.38	47%
RESULT	1,424,566.00	6,975,398.59	490%

¹ Budget exceeds due to the inclusion of additional assets and overall increases in the industry.

² Major plumbing and electrical work carried out at HDWTS/ Banjo line.

³ Unbudgeted cost of SQL license for upgraded server software (previously running software unlicensed).

CONSOLIDATED BALANCE SHEET

	30-Nov-21 \$	31-Dec-21 \$	Movement \$
CURRENT ASSETS			
Cash & Cash Equivalents	2,520,934.40	1,605,620.26	(915,314.14)
Trade and Other Receivables	6,181,243.38	4,940,530.80	(1,240,712.58) ⁴
Other Financial Assets	23,371,711.08	21,871,711.08	(1,500,000.00) ⁵
Other Current Assets	59,663.88	61,077.53	1,413.65
TOTAL CURRENT ASSETS	32,133,552.74	28,478,939.67	(3,654,613.07)
NON-CURRENT ASSETS			
Infrastructure, Property, Plant & Equipment	295,499,201.83	295,499,202	-
Other Non-Current Assets	16,058,129.36	8,124,684.54	(7,933,444.82) ⁶
TOTAL NON-CURRENT ASSETS	311,557,331.19	303,623,886.37	(7,933,444.82)
TOTAL ASSETS	343,690,883.93	332,007,926.04	(11,588,057.89)
CURRENT LIABILITIES			
Trade and Other Payables	2,967,903.64	2,053,434.82	(914,468.82)
Current Provisions	646,450.00	587,309.00	(59,141.00)
TOTAL CURRENT LIABILITIES	3,614,353.64	2,640,743.82	(973,609.82)
NON-CURRENT LIABILITIES			
Non-Current Provisions	366,056.97	406,417.97	40,361.00
TOTAL NON-CURRENT LIABILITIES	366,056.97	406,417.97	40,361.00
TOTAL LIABILITIES	3,980,410.61	3,047,161.79	(933,248.82)
NET ASSETS	339,710,473.32	329,055,664.25	(10,654,809.07)
EQUITY			
Accumulated Surplus	24,147,031.62	13,492,222.55	(10,654,810.07)
Asset Revaluation Reserve	294,301,834.98	294,301,834.98	-
Other Reserves	21,261,607.72	21,261,607.72	-
TOTAL EQUITY	339,710,473.32	329,055,664.25	(10,654,810.07)

⁴ Rates outstanding have decreased compared to the prior month in line with the second instalment falling was due at the end of November.

⁵ Withdrawal of investments for Operational and Capital expense payments.

⁶ Movement is due to FY2021 Other non-current Asset-Capital expenses moved into Accumulated Surplus after year-end processes completed.

OPERATING POSITION BY DEPARTMENT

Finance and Waste Management income represents a high % of total yearly income due to rates and waste charges levied in full in July 2021.

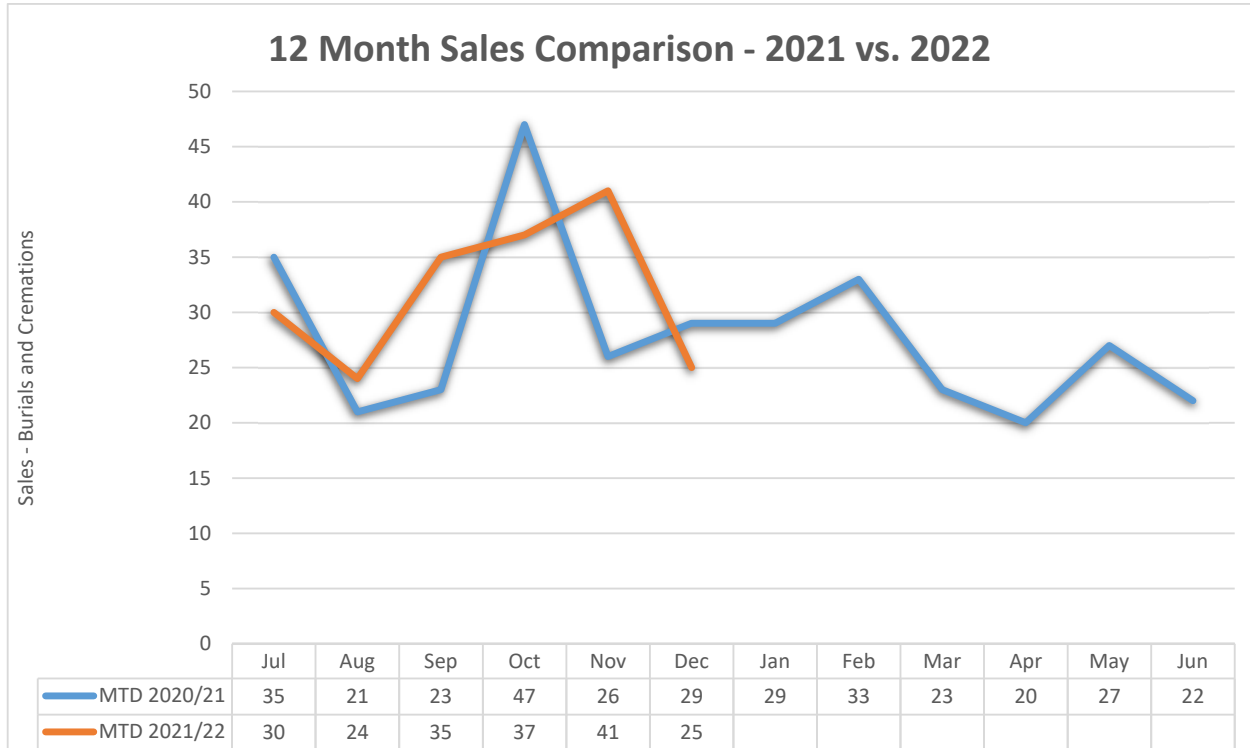
Finance expenses represent a high % of total year expenses due to the recognition of the annual insurance expense in full.

	2021/22 Budget \$	2021/22 YTD Actuals \$	% Of Budget
REVENUE			
Council Leadership	-	16,000.00	0%
Corporate	-	-	0%
Information Services	-	-	0%
Finance & Customer Service	9,561,134.00	9,064,352.31	95%
Infrastructure & Assets	2,980,594.00	716,834.08	24%
Waste Management	3,263,000.00	3,181,540.89	98%
Community	88,000.00	55,340.34	63%
Community - Library	442,712.00	408,851.72	92%
Mobile Workforce	-	-	-
Regulatory Services	189,500.00	116,452.53	61%
Thorak Cemetery	1,017,579.00	944,250.10	93%
TOTAL REVENUE	17,542,519.00	14,503,621.97	83%
EXPENSES			
Council Leadership	1,327,210.00	756,386.94	57%
Corporate	687,753.00	316,975.90	46%
Information Services	690,239.00	292,405.86	42%
Finance & Customer Service	1,472,618.00	994,002.24	67%
Infrastructure & Assets	3,831,662.00	1,567,239.22	41%
Waste Management	3,246,634.00	1,476,325.81	45%
Community	1,539,546.00	670,893.76	44%
Community - Library	442,712.00	228,842.44	52%
Mobile Workforce	1,328,714.00	495,012.50	37%
Regulatory Services	591,802.00	280,944.57	47%
Thorak Cemetery	959,062.00	449,194.14	47%
TOTAL EXPENSES	16,117,952.00	7,528,223.38	47%
OPERATING RESULT	1,424,567.00	6,975,398.59	490%

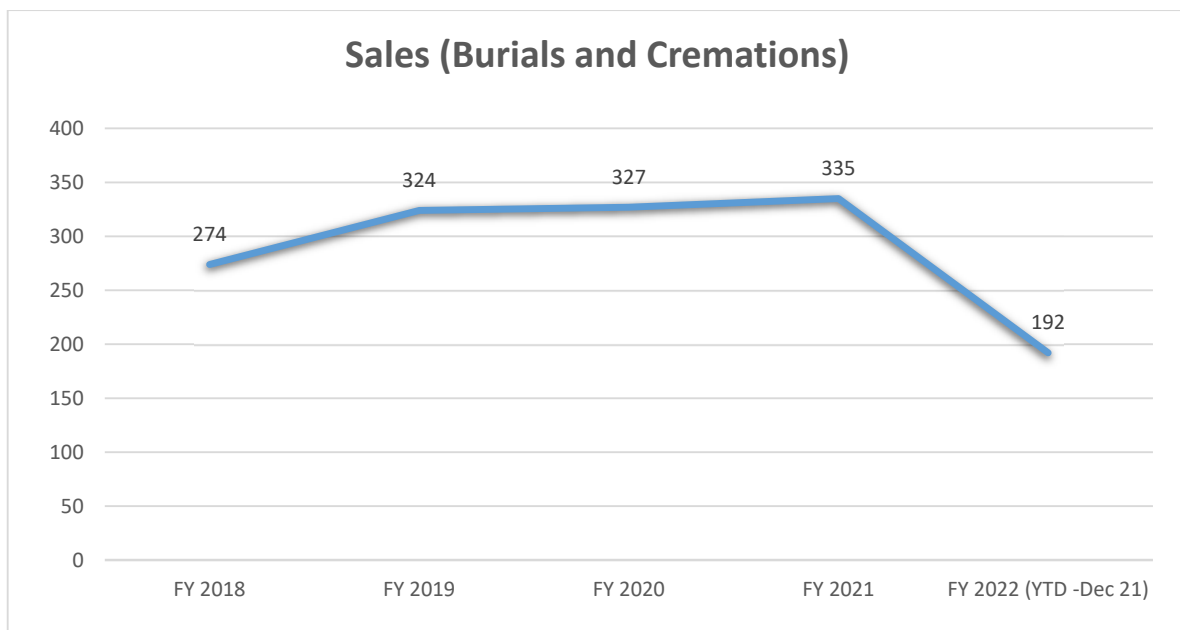
THORAK REGIONAL CEMETERY SALES

To date, Thorak Regional Cemetery has completed 192 interments and cremations, an increase of 11 from the same time last year.

Below is a comparison by month against last year:



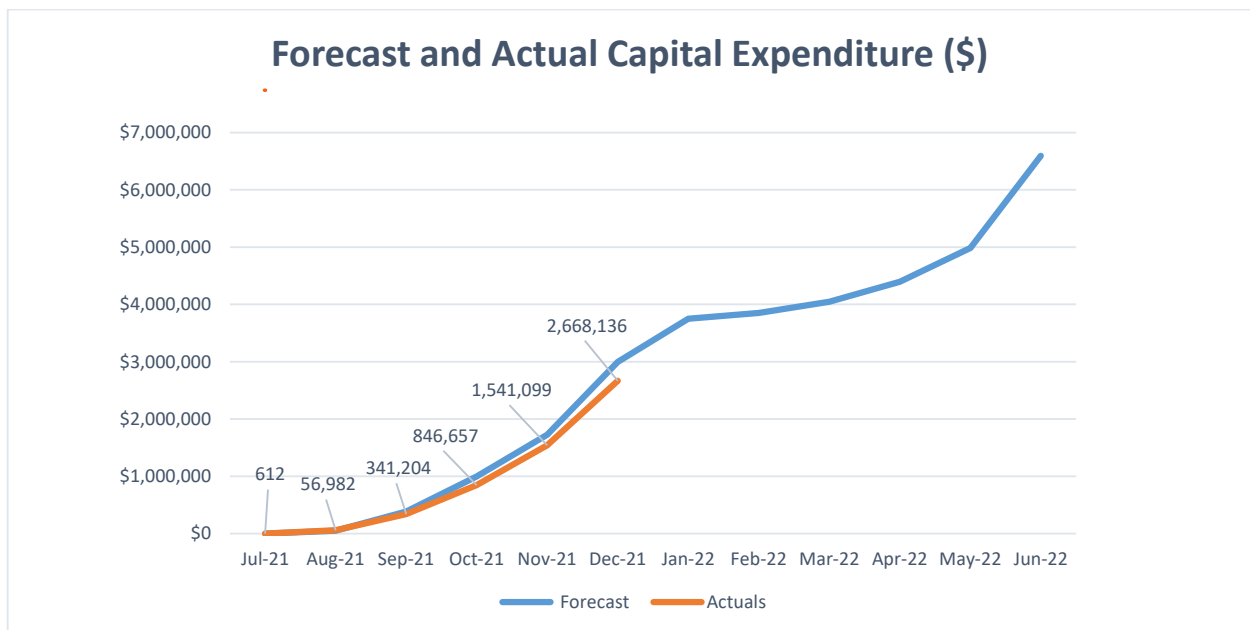
Below present a sales comparison over the last five years:



CAPITAL BUDGET POSITION

The table below compares capital revenue and expenditure to budget. Expenses will increase as projects progress.

	2021/22 Budget \$	2021/22 YTD Actuals \$	% Of Budget
REVENUE			
Council Leadership	0.00	0.00	0%
Corporate	0.00	512.04	0%
Infrastructure & Assets	2,949,084.00	1,185,797.00	40%
Information Services	0.00	0.00	0%
Mobile Workforce	0.00	0.00	0%
Community	0.00	0.00	0%
Regulatory Services	0.00	0.00	0%
Waste Management	0.00	35,874.32	0%
Thorak Cemetery	0.00	0.00	0%
TOTAL REVENUE	2,949,084.00	1,222,183.36	40%
EXPENSES			
Infrastructure & Assets	6,446,070.00	2,386,492.05	37%
Information Services	0.00	0.00	0%
Mobile Workforce	0.00	0.00	0%
Community	32,000.00	61,353.49	192%
Regulatory Services	0.00	33,462.00	0%
Waste Management	35,000.00	140,213.12	401%
Thorak Cemetery	80,000.00	46,615.00	58%
TOTAL EXPENSES	6,593,070.00	2,668,135.66	40%
CAPITAL RESULT	(3,643,986.00)	(1,445,952.30)	40%



Project Stage Descriptions

The below details the different stages of capital progress and the activities related to each step.



2021/2022 CAPITAL PROJECTS

Municipal Plan Program	Budget \$	Grant Fund		Year to Date Actuals \$	Budget Spent %	Scheduled Completion Date	Project Stage	On Time	On Budget	Status Update
		Source	Amount \$							
Buildings	1,220,000.00	LRCI - P2	1,010,870.00	640.00	0.05%	Jun-22	Commencement	Yes	Yes	
Drainage Renewal and Upgrades	537,500.00	R2R	296,845.00	332,991.42	62%	Jun-22	Closure	Yes	Yes	
Vehicle Replacement	313,000.00			95,415.37	30%	Jun-22	Delivery	Yes	Yes	
Shared Pathway Program	20,000.00			0.00	0%	Jun-22	Delivery	Yes	Yes	
Pathway Renewal	180,000.00			0.00	0%	Jun-22	Delivery	Yes	Yes	Pathway competed. Shoulder pending
Street Lighting Replacement	30,000.00			11,625.00	39%	Jun-22	Delivery	Yes	Yes	
Gravel Surface Renewal	300,000.00			0.00	0%	Jun-22	Planning	Yes	Yes	
Forward Planning & Design	350,000.00			0.00	0%	Jun-22	Delivery	Yes	Yes	RFQs to be released in the coming weeks
Pavement Renewal	760,285.00	R2R	760,285.00	895,436.61	118%	Dec-21	Closure	Yes	Yes	R2R signs to be installed / Additional budget (\$200,829.96) requested - (Resolution 2021-273)
Road Seal Renewal	760,285.00			0.00	0%	Jun-22	Delivery	Yes	Yes	
Gravel Road Sealing	500,000.00			0.00	0%	Jun-22	Initiation	No	Yes	Expect Project completion Nov 2022 with construction proposed for over the Dry Season.
Productive Roads - Mango Roads	300,000.00			79,889.85	27%	Jun-22	Delivery	Yes	Yes	
Road Safety Upgrades	1,025,000.00	Blackspot	485,000.00	48,000.00	5%	Jun 22	Delivery	Yes	Yes	98.5% Complete
		R2R	100,000.00							
Mira Square Development	150,000.00	LRCI - P2	150,000.00	0.00	0%	Jun-22	Delivery	Yes	Yes	
Thorak Cemetery Asset Renewal	80,000.00			0.00	0%	Jun-22	Not Started	Yes	Yes	
Waste Transfer Station Renewal	35,000.00			41,998.82	120%	Jun-22	Delivery	Yes	Yes	Additional \$45,000 requested in BR1
Reserve Building Renewal	20,000.00			0.00	0%	Jun-22	Planning	Yes	Yes	
Reserve Playground	12,000.00			0.00	0%	Jun-22	Discontinued	Yes	Yes	Operational expense moved to Community Budget in BR1
Subtotal	6,593,070.00		2,803,000.00	1,505,997.07	23%					

CARRY FORWARD PROJECT FROM 2020/2021

Municipal Plan Program	Budget \$	Grant Fund		Year to Date Actuals \$	Budget Spent %	Scheduled Completion Date	Project Stage	On Time	On Budget	Status Update
		Source	Amount \$							
Knuckeyes Lagoon Shed	20,000.00			25,000.00	125%	Dec-21	Closure	Yes	Yes	Additional budget (\$5,000) requested - (Resolution 2021-067)
Fred's Pass Reserve Infrastructure Upgrade	41,618.00	Freds Pass Sport and Rec Grant	41,618.00	36,353.49	87%	Oct-21	Closure	Yes	Yes	
Drainage Renewal and Upgrades	337,192.00			108,578.16	32%	Dec-21	Closure	Yes	Yes	
Pavement Renewal	434,015.00	R2R	434,015.00	434,015.00	100%	Dec-21	Closure	Yes	Yes	
Road Safety Upgrades	366,645.00	Blackspot	385,000.00	304,241.80	83%	Dec-21	Closure	Yes	Yes	
Road Seal Renewal	53,577.00			7,598.64	15%	Dec-21	Delivery	No	Yes	80% complete, second seal will be completed by EOM Jan
Mira Square development	221,394.00	LRCI - P2	150,000.00	477.60	0%	Jan-22	Delivery	Yes	Yes	
Dog Pound Upgrade	31,901.00			33,462.00	105%	Sep-21	Closure	Yes	Yes	Overspend due to plumbing issue
Townend Road	121,203.00	LRCI - P1	121,203.00	9,657.60	8%	Sep-21	Delivery	No	Yes	80% complete, second seal will be completed by EOM Jan
Waste Vehicle Replacement	127,630.00			98,214.30	77%	Jun-22	Delivery	Yes	Yes	
Community Hall	150,000.00	LRCI- P2	150,000.00	57,925.00	39%	Jan-22	Planning	Yes	Yes	
Subtotal	1,905,175.00		1,281,836.00	1,115,523.59	59%					

ADDITIONAL GRANT FUNDED PROJECTS 2021/22

Municipal Plan Program	Budget \$	Grant Fund		Year to Date Actuals \$	Budget Spent %	Scheduled Completion Date	Project Stage	On Time	On Budget	Status Update
		Source	Amount \$							
Thorak and Humpty Doo Waste Solar Grant	39,591.00	LGPIF	39,591.00	39,740.00	100%	Dec -21	Closure	Yes	Yes	
Thorak Cemetery - Irrigation Grant	153,805.00	LGPIF	153,805.00	6,875.00	4%	Dec -21	Delivery	No	Yes	Approval obtained to change the Project Completion date to Apr-22 to enable council to develop technical specifications, design concepts and associated procurement.
Subtotal	193,396.00		193,396.00	46,615.00	24%					

CASH ON HAND & INVESTMENTS

Investment Schedule

Council invests cash from its operational and business maxi accounts to ensure Council is receiving the best return on its cash holdings. To control the credit quality on the entire portfolio, the percentage per individual counterparty is limited to the following S&P Short Term Ratings: 45% at A-1+, 35% A-1 and 20% A-2.

Counter Party	Invested Amount	Interest rate	Maturity Date	Days Invested	Institution Totals	% Counter party	Expected return to Maturity Date
Bendigo (S&P A2)	1,000,000.00	0.35%	24/01/2022	206	4,050,000.00	18%	1,975.34
Bendigo (S&P A2)	1,000,000.00	0.30%	7/06/2022	242			1,989.04
Bendigo (S&P A2)	1,500,000.00	0.30%	21/06/2022	256			3,156.16
Bendigo (S&P A2)	550,000.00	0.45%	10/08/2022	279			1,891.85
Commonwealth (S&P A1+)	1,000,000.00	0.35%	20/01/2022	203	6,821,711.08	31%	1,946.58
Commonwealth (S&P A1+)	2,000,000.00	0.39%	21/02/2022	222			4,744.11
Commonwealth (S&P A1+)	321,711.08	0.36%	22/03/2022	218			691.72
Commonwealth (S&P A1+)	1,000,000.00	0.35%	4/04/2022	209			2,004.11
Commonwealth (S&P A1+)	1,000,000.00	0.39%	24/05/2022	236			2,521.64
Commonwealth (S&P A1+)	1,500,000.00	0.38%	5/07/2022	270			4,216.44
Defence Bank (S &P A2)	2,000,000.00	0.40%	7/02/2022	223	3,000,000.00	14%	4,887.67
Defence Bank (S &P A2)	1,000,000.00	0.40%	19/07/2022	273			2,991.78
NAB (S&P A1+)	1,000,000.00	0.28%	10/03/2022	217	8,000,000.00	37%	1,664.66
NAB (S&P A1+)	1,000,000.00	0.27%	4/04/2022	224			1,656.99
NAB (S&P A1+)	1,000,000.00	0.28%	29/04/2022	211			1,618.63
NAB (S&P A1+)	1,000,000.00	0.29%	10/05/2022	224			1,779.73
NAB (S&P A1+)	1,000,000.00	0.47%	23/08/2022	272			3,502.47
NAB (S&P A1+)	1,500,000.00	0.48%	6/09/2022	286			5,641.64
NAB (S&P A1+)	1,500,000.00	0.57%	20/09/2022	286			6,699.45
TOTAL INVESTMENTS	21,871,711.08				21,871,711.08	100%	55,580.01

% of Total Investment Portfolio	A1 & A1+ (max 100%)	68%	A2 (max 60%)	32%	100%
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Total Investments	\$ 21,871,711.08	Total Year to date Investments Earnings	\$ 36,586.81
General Bank Funds	\$ 1,604,345.26		
Council Till and Petty Cash float	\$ 1,275.00		

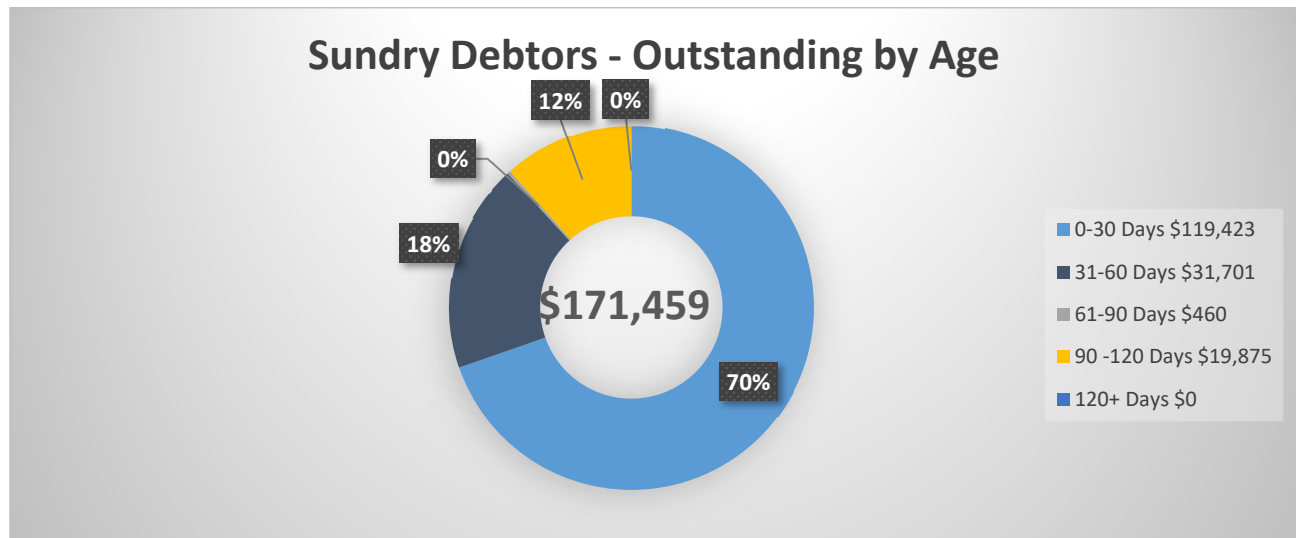
Total all Funds \$ 23,477,331.34

FINANCIAL RESERVES

	2020/21 Actuals \$	2021/2022 Net Movement \$	2021/22 Budget \$
Externally Restricted			
Developer Contribution Reserve	256,908.00	(256,908.00)	0.00
Unexpended Grants / Contributions	0.00	0.00	0.00
Unexpended Capital Works	641,694.00	(641,694.00)	0.00
Total Externally Restricted Reserves	898,602.00	(898,602.00)	0.00
Internally Restricted			
Asset Reserve	12,154,043.00	(5,379,717.00)	6,774,326.00
Waste Management Reserve	4,840,323.00	(250,181.00)	4,590,142.00
Thorak Regional Cemetery Reserve	1,009,037.00	(326,006.00)	683,031.00
Election Reserve	100,000.00	(54,000.00)	46,000.00
Disaster Recovery Reserve	500,000.00	100,000.00	600,000.00
Strategic Initiatives Reserve	500,000.00	(100,000.00)	400,000.00
ICT Reserve	0.00	100,000.00	100,000.00
Total Internally Restricted Reserves	19,103,403.00	(5,909,904.00)	13,193,499.00
TOTAL RESERVES	20,002,005.00	(6,808,506.00)	13,193,499.00

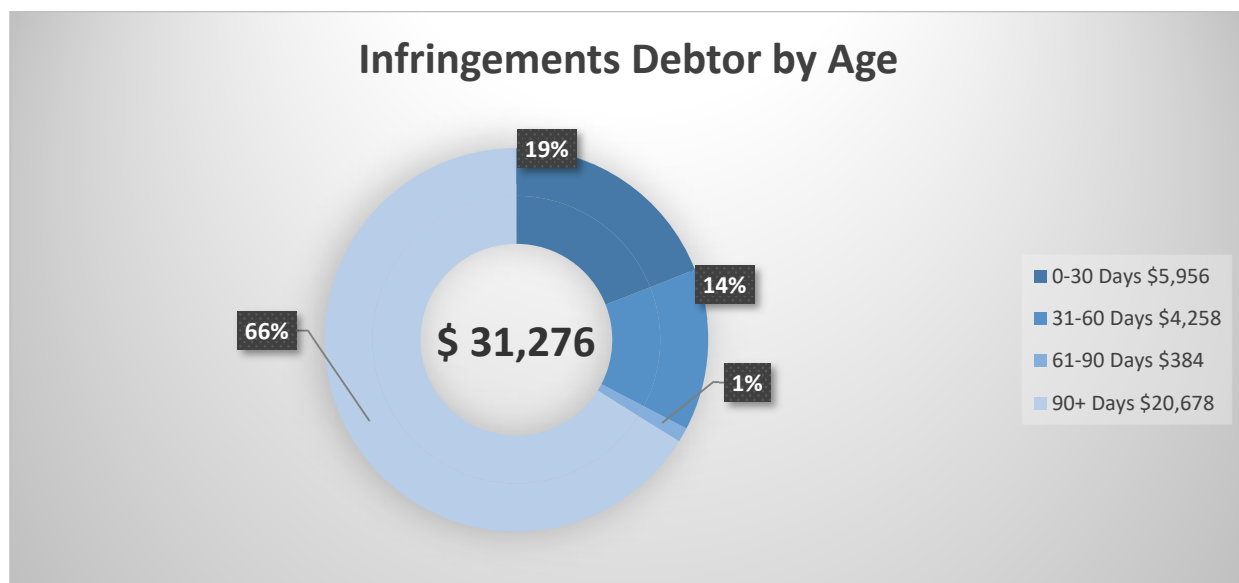
DEBTORS

Total Debtors as of 31 December 2021 is \$171,459. \$147,637 relates to Thorak Regional Cemetery funeral providers. Currently, three debtors are outstanding for more than 90 days. In addition, \$18,107 and \$1,746 are the on charge of legal fees relating to regulatory services order. Council continues to seek payment, and statutory charges have been placed over the properties. The remaining \$22 relates to recreational reserves debtors and follow-up are continuing to settle the outstanding.



FINES AND INFRINGEMENTS

Council has one hundred twenty-two (122) infringements outstanding with a balance of \$31,276, an increase of \$4,227 from November. Thirty-four (34) are newly issued, twelve (12) have received reminders, and seventy-six (76) are with the Fines Recovery Unit (FRU)⁷.



⁷ Infringements sent to FRU are expected to exceed 90 days due to the recovery processes

ACCOUNTS PAYABLE REPORT

Cheque No.	Payee	Description	Amount
1254.1583-01	A1 PLANT AND CIVIL	RFT21-261 Virginia Road Pavement Rehabilitation	\$ 480,935.13
1256.2174-01	NORTHERN PROJECTS PTY LTD	RFT21-262 Power Road Safety Upgrades	\$ 421,082.42
1254.319-01	ALDEBARAN CONTRACTING PTY LTD	RFT21-274 - Brougham Road - Drainage Upgrades	\$ 365,950.00
1246.123-01	NORTHERN TERRITORY ELECTORAL COMMISSION	LG Election Cost - 28 August 2021	\$ 183,245.68
1254.1890-01	CLARE CONSTRUCTION & CIVIL PTY LTD	Grader Works - Various Locations Litchfield Council Municipality	\$ 152,280.39
1243.398-01	DAC ENTERPRISES	RFQ21-272 Pavement Repair Work on Townend Road	\$ 114,618.24
1254.280-01	CITY OF DARWIN	Nov 2021 - HS, BS & HD Waste Stations - Waste Received at Shoal Bay Receiving Station	\$ 67,147.76
1254.374-01	AUSTRALIAN TAXATION OFFICE (ATO)	PayG Payable May 12 (2021/2022) Special	\$ 60,585.00
1243.374-01	AUSTRALIAN TAXATION OFFICE (ATO)	PayG Payable May 11 (2021/2022) - Cycle	\$ 55,754.00
1243.1890-01	CLARE CONSTRUCTION & CIVIL PTY LTD	RFT21-273 Spencer Road Floodway Upgrades	\$ 48,840.00
1254.1820-01	OMEGA CONCRETING AND CIVIL	Replacement of Damaged Cross Road Culverts	\$ 44,606.10
1246.1888-01	HODGKISON	Litchfield Council - Architectural Services	\$ 30,235.15
1256.1866-01	NUTRIEN AG SOLUTIONS	Panzer 540/1000ltr x3 Roundup Bioactive	\$ 28,815.60
1254.1884-01	WESTPAC BANK - QUICK SUPER ACCOUNT	WBC Quick Super Payment - Cyc 1 Pay	\$ 27,432.20
1254.514-01	VEOLIA ENVIRONMENTAL SERVICES	Nov 2021 - Waste Transfer from HD, BS, and HS Waste Stations to Shoal Bay Receiving Station	\$ 25,575.52
1254.556-01	CITY OF PALMERSTON	Nov 2021 - Taminmin Library Service Agreement	\$ 24,750.00
1243.1884-01	WESTPAC BANK - QUICK SUPER ACCOUNT	WBC Quick Super Payment - Cyc 1 Pay 10	\$ 24,502.26
1256.1324-01	JKW LAW PRACTICE PTY LTD	Legal Services	\$ 23,293.60
1254.2270-01	TYRECYCLE PTY LTD	Removal of Tyres from HDWTS	\$ 22,109.67
1256.1564-01	FOURIER TECHNOLOGIES PTY LTD	Dec 2021 - Managed ICT Services	\$ 21,387.95
1254.1439-01	WANDINA CONSULTING	Nov 2021 - Professional Consultancy Services	\$ 20,900.00
1254.1888-01	HODGKISON	Litchfield Council - New Community Centre	\$ 18,738.50
1254.1564-01	FOURIER TECHNOLOGIES PTY LTD	Nov 2021 - IT Onsite Support	\$ 18,395.06
1254.1105-01	ASSOCIATED ADVERTISING & PROMOTIONS	RFQ21-254 LC Consultation on 320 Arnhem Highway	\$ 17,226.00
1256.849-01	WEX AUSTRALIA (PUMA CARD)	Nov 2021 - Fuel Account - Litchfield Council Vehicles	\$ 15,169.70
DD211221	WESTPAC CARDS & DIRECT DEBITS	Dec 21 - Corporate Credit Cards Litchfield Council Officers	\$ 14,490.77
1246.1542-01	CAM INTERIORS	Sit to Stand Desks	\$ 13,997.50

00413296	DEPARTMENT OF ATTORNEY GENERAL & JUSTICE	Stat Charges x 50 Plus Discharge x 1	\$ 13,288.00
1246.2230-01	GEM ENERGY	Solar Project - HDTWS	\$ 12,742.40
CC211221	WESTPAC CARDS & DIRECT DEBITS	Nov 2021 - Corporate Credit Card Litchfield Council Officers	\$ 11,640.80
1254.1022-01	KPMG	FY21 Financial Audit Services	\$ 10,929.60
1254.229-01	INITIAL & PEST CONTROL (RENTOKIL)	Initial Hygiene - for All Litchfield Council Sites	\$ 10,913.90
1246.2113-01	CT MANAGEMENT GROUP PTY LTD	Licence Fee and Set Up Costs	\$ 10,450.00
1246.1047-01	REMOTE AREA TREE SERVICES PTY LTD	Arboriculture Works Freds Pass Reserve	\$ 9,878.00
1246.2270-01	TYRECYCLE PTY LTD	Removal of Tyres - Passenger & Light Truck from HDWTS	\$ 9,613.89
1253.2262-01	ADASROOFING & CONSTRUCTION	Thorak Cemetery Roof Replacement / Repair	\$ 9,350.00
1256.1890-01	CLARE CONSTRUCTION & CIVIL PTY LTD	Repair Damaged Irrigation	\$ 9,306.50
1246.993-01	ARAFURA TREE SERVICES & CONSULTING	Removal of Large Black Wattle Gum, including Crane Hire	\$ 8,106.00
1246.170-01	NTRS (NT RECYCLING SOLUTIONS)	Nov 2021 - Recycling Collected from HS, HD, BS Waste Stations and Litchfield Council Office	\$ 7,956.52
1253.1022-01	KPMG	2nd Instalment Fee for Thorak Cemetery Audit	\$ 7,286.40
1256.867-01	ALL ASPECTS RECRUITMENT & HR SERVICES	Temp Staff - Customer Service WE 12 Dec 2021	\$ 6,673.50
1253.183-01	CHRIS'S BACKHOE HIRE PTY LTD	Nov 2021 - Grave Preparation Thorak Cemetery	\$ 6,072.00
1254.2073-01	AIRCON RESCUE NT PTY LTD	Replace / Install AC Units at KLRR	\$ 6,050.00
1254.2015-01	SLR CONSULTING AUSTRALIA PTY LTD	Surface Water Monitoring for Transfer Stations	\$ 5,987.30
1256.85-01	TELSTRA	Dec 2021 - Phones, Tablets, NBN & VOIP Charges	\$ 5,923.59
1254.162-01	CIVICA PTY LTD	Jan 2022 - Authority License FY22	\$ 5,839.04
1256.162-01	CIVICA PTY LTD	Feb 2022 - Authority License FY22	\$ 5,839.04
1246.867-01	ALL ASPECTS RECRUITMENT & HR SERVICES	Customer Service - Temp WE 21 Nov 2021	\$ 5,717.43
1246.85-01	TELSTRA	Nov 21 - Phones, Tablets, NBN & VOIP Cha	\$ 5,634.80
1254.75-01	MCMINNS LAGOON RESERVE ASSOCIATION	Operational Grant	\$ 5,000.00
1256.1849-01	LITCHFIELD RUGBY LEAGUE CLUB INC	Community Grant 2021 - Revamp Clubhouse	\$ 5,000.00
1254.87-01	TOP END LINEMARKERS PTY LTD	Line Marking Roads after Re-Seal - Various Locations Litchfield Council Municipality	\$ 4,975.03
1256.87-01	TOP END LINEMARKERS PTY LTD	Line Marking Roads after Re-Seal - Various Locations Litchfield Council Municipality	\$ 4,868.00
1256.817-01	DORMAKABA (TERRITORY DOOR SERVICES)	Replacement of Motors on Operational Shed	\$ 4,770.48
1254.1253-01	CRAIG BURGDORF	BSWTS 428F Service and Repairs	\$ 4,657.46
1254.78-01	POWER & WATER CORPORATION	Dec 2021 - Water for HDVG, HPRR and Litchfield Council Office	\$ 4,390.83

1256.2230-01	GEM ENERGY	Solar Project, HDWTS	\$ 4,371.40
1246.78-01	POWER & WATER CORPORATION	Standpipe Water Cards MWF Operations, HSWTS, HDWTS and BSWTS	\$ 4,140.88
1246.1253-01	CRAIG BURGDORF	Repairs to HSWTS 428F - Replace Vibe Plate	\$ 4,106.62
1246.1866-01	NUTRIEN AG SOLUTIONS	Spray Unit, Drum Pump and Weed Spray	\$ 4,038.76
1246.2189-01	AEC GROUP	Undertake Rates Methodology Review Pricing	\$ 3,960.00
1254.867-01	ALL ASPECTS RECRUITMENT & HR SERVICES	Customer Service - Temp WE 05 De 2021	\$ 3,502.20
1256.926-01	JACANA ENERGY	Nov 2021 HPRR, HDWTS, HSWTS, BSTWS and KLRR	\$ 3,423.55
1254.993-01	ARAFURA TREE SERVICES & CONSULTING	FPRSR Pruning for ABC Line Polo Club	\$ 3,410.00
1256.1088-01	TALENT PROPELLER	Response Management- Customer Service Trainee Position	\$ 3,179.00
1246.1847-01	HUMPTY DOO HORTICULTURAL SERVICES	Nov 21 - HDVG Grounds Maintenance	\$ 2,940.00
1243.2068-01	TERRALAB	GPS Unit for Monitor for Weed Spraying	\$ 2,893.00
1254.132-01	AIRPOWER NT PTY LTD	Replacement Radial Tyres and Rims for Kubota Skid steer	\$ 2,823.97
1246.2039-01	ROUSSOS LEGAL ADVISORY	Legal Services	\$ 2,788.50
1256.1944-01	NT OFFICE INSTALLATIONS	Furniture Installation at Litchfield Council Office	\$ 2,788.50
1254.506-01	TURBO'S TYRES	CC45FS - Ford Ranger and New Tyres	\$ 2,727.03
1256.1428-01	HANNA'S COOLING PTY LTD	Maintenance of Airconditioning Units Litchfield Council Office	\$ 2,717.00
1256.2074-01	WALLACE CONSTRUCTIONS	Removal & Re-patch of Corner Partitions Thorak Cemetery	\$ 2,585.00
1246.926-01	JACANA ENERGY	Oct 2021 - HDWTS Electricity usage	\$ 2,551.84
1256.268-01	BYRNE CONSULTANTS	Variation 1 - Power Road Design Model	\$ 2,524.50
1246.1554-01	AEROSAIL ENGINEERED FABRIC STRUCTURES	Repair/"Replace Vandalised Shade Sails HPRR	\$ 2,376.00
1254.165-01	THINK WATER DARWIN	Fuel pod for Waste Transfer Station	\$ 2,364.56
1246.1141-01	NORTHERN GROUND MAINTENANCE	Mowing KLRR November 2021	\$ 2,172.50
1246.2073-01	AIRCON RESCUE NT PTY LTD	Taxi Truck Hire 6.5hrs	\$ 2,139.50
1244.926-01	JACANA ENERGY	Oct 2021 - Electricity Thorak Cemetery	\$ 2,097.66
1246.1237-01	THE BOOKSHOP DARWIN	Assorted Books for Taminmin Library Content	\$ 2,087.69
1246.639-01	CAPTOVATE PTY LTD	Digital Marketing Service Level Agreement	\$ 2,000.00
1254.1471-01	RICOH AUSTRALIA PTY LTD	Dec 2021 - Rental of Taminmin Library Photocopier	\$ 1,967.54
1256.1076-01	TDC (NT) PTY LTD - T/AS TERRITORY D	Debt Recovery Fees - Commission on Debt Recovery	\$ 1,864.56
1256.2169-01	KILLARA SERVICES (NETRONIX PTY LTD)	Dec 2021 - Cleaning Litchfield Council and Thorak Cemetery	\$ 1,805.50

1243.867-01	ALL ASPECTS RECRUITMENT & HR SERVICES	Temp Placement Waste Station WE 21 Nov 2021	\$ 1,785.43
1243.770-01	HAYS SPECIALIST RECRUITMENT (AUST)	Customer Service - Temp WE 21 Nov 2021	\$ 1,777.52
1256.1396-01	CSE CROSSCOM PTY LTD (T/A COMM8)	Supply and Install VHF Radio to MIA Vehicle	\$ 1,761.98
1255.2089-01	ELGAS LTD	Weekly Gas Delivery: WE 15 Dec 2021	\$ 1,730.15
1254.158-01	NT ELECTRICAL GROUP	Investigate & Repair Security Lighting HDWTS	\$ 1,650.00
1246.1674-01	FRESH START - FOR CLEANING	Clean x3 Waste Transfer Stations WE 24 Nov 2021	\$ 1,620.00
1246.512-01	SELTHER SHAW PLUMBING PTY LTD	Reinstate Existing Freestanding Poly Water Bubbler	\$ 1,593.78
1246.1113-01	GRAPHICS'LL DO (LEONIE RICHARDS)	Art Charge - Municipal Plan 2021-22	\$ 1,573.00
1247.941-01	EVERLON BRONZE	Plaque Request for Thorak Cemetery Customers	\$ 1,550.89
1246.1088-01	TALENT PROPELLER	Advertisement of Community Development Officer Position	\$ 1,540.00
1254.790-01	BOBTOW TILT TRAY SERVICES	Supply Trucks for Rubbish Removal Butler Place	\$ 1,443.75
1243.78-01	POWER & WATER CORPORATION	Oct 2021 - Standpipe Water Cards and Water KLRR	\$ 1,417.27
1254.1076-01	TDC (NT) PTY LTD - T/AS TERRITORY D	Debt Recovery Fees	\$ 1,393.06
1253.867-01	ALL ASPECTS RECRUITMENT & HR SERVICES	Temp Staff - Thorak Cemetery WE 12 Dec 2021	\$ 1,318.76
1256.129-01	VANDERFIELD PTY LTD	Service- Maintenance Plan	\$ 1,309.98
1243.389-01	LITCHFIELD VET HOSPITAL	Redemption of De-sexing Vouchers x 13	\$ 1,300.00
1256.1253-01	CRAIG BURGDORF	Repairs to HSWTS Loader	\$ 1,295.87
1254.2033-01	IDEAL PRINTING PROGRAMS	Abandoned Vehicle Notice Books	\$ 1,276.00
1254.454-01	TRAFFICWERX NT PTY LTD	Provision of Traffic Control Vehicles and Stop-Go Attendants	\$ 1,272.15
1256.1047-01	REMOTE AREA TREE SERVICES PTY LTD	Tree Maintenance HD Bowling Club	\$ 1,254.00
1254.1993-01	EASY GLASS SERVICES	Call Out to Remove and Dispose of Broken Glass at HDVG Skate Park	\$ 1,200.10
1256.1181-01	ODD JOB BOB	Installation of Solar Lights for Flagpole	\$ 1,138.50
1253.2089-01	ELGAS LTD	Weekly Gas Delivery - WE 01 Dec 2021	\$ 1,083.65
1255.926-01	JACANA ENERGY	Nov 2021 - Electricity - Thorak Cemetery	\$ 1,026.29
1246.2274-01	RMG GEOTECHNICAL CONSULTANTS	Consultation for Virginia Road Upgrade	\$ 1,020.95
1254.116-01	BODYLINE CRASH REPAIRS LTD	Excess - Vehicle Repairs for Cemetery Fuso Truck	\$ 1,000.00
1246.1723-01	CARDNO (NT) use acc:1723	Freds Pass Shared Path Floodway Signage	\$ 992.20
1253.110-01	JAPE FURNISHING SUPERSTORE	Altura Electric Height Desk	\$ 979.00
1255.563-01	ALPHA JOINERY	Renovations to Custom Service Front Counter	\$ 968.00

1254.1674-01	FRESH START - FOR CLEANING	Clean x3 Waste Transfer Stations WE 07 Dec 2021	\$ 956.25
1253.220-01	THE BIG MOWER	Stihl Backpack Blower	\$ 949.00
1254.851-01	OFFICEWORKS	Replacement HD Monitor Black	\$ 935.00
1256.280-01	CITY OF DARWIN	Contribution to Legal Services – COVID19 Industrial Relations	\$ 931.75
1243.1076-01	TDC (NT) PTY LTD - T/AS TERRITORY DEBT COLLECTORS	Debt Recovery Fee - Commissions	\$ 900.90
1243.1564-01	FOURIER TECHNOLOGIES PTY LTD	Supply UPS Battery Replacement	\$ 877.07
1246.111-01	STICKERS AND STUFF	Colouring Library Bags for Taminmin Library Activities	\$ 877.00
1254.1431-01	TRANSFORM ELECTRICAL	Electrical Works Infrastructure Area Litchfield Council Office	\$ 860.00
1254.560-01	JOBFIT HEALTH GROUP PTY LTD	Pre-Employment Medical Check New Litchfield Council Employees	\$ 830.50
1256.1674-01	FRESH START - FOR CLEANING	KLRR Cleaning WE 15 Dec 2021	\$ 810.00
1246.51-01	SOUTHERN CROSS PROTECTION PTY LTD	Nov 2021 - Patrol Service for HDWTS & Litchfield Council Office	\$ 805.21
1254.1103-01	HASTINGS DEERING	250hr Service, Parts, Labour & Consumables	\$ 800.12
1254.70-01	LOCAL GOVERNMENT ASSOCIATION NT	LGANT Conference & Dinner - Mayor Barden, Cr Sidey & CEO	\$ 780.00
1243.926-01	JACANA ENERGY	Jul - Oct 2021 - Electricity for KLRR	\$ 775.67
1247.1789-01	GREAT NORTHERN AIR CONDITIONING	Air Conditioning Circuit Board - Thorak Cemetery	\$ 750.00
1246.359-01	EARTHWORKS TRAINING & ASSESSMENT	Training Course for Litchfield Council staff	\$ 725.00
1254.1274-01	GRACE RECORD MANAGEMENT (AUSTRALIA)	Dec 2021 - Litchfield Council Archive Storage Fees	\$ 724.96
1256.130-01	MOBILE LOCKSMITHS	Call Out to HDWTS for Replacement Locks	\$ 693.00
1247.2089-01	ELGAS LTD	Weekly Gas Delivery: WE 24 Nov 2021	\$ 674.41
1246.454-01	TRAFFICWERX NT PTY LTD	Elizabeth Valley Road - Traffic Control	\$ 673.75
1254.1212-01	FAIRY JILL'S	Christmas Party - Taminmin Library activity	\$ 660.00
1254.384-01	MS C VERNON	Dec 2021 - Authority Consultancy Services	\$ 654.50
1244.2089-01	ELGAS LTD	Weekly Gas Delivery: WE 17 Nov 21	\$ 620.28
1246.55-01	CHUBB FIRE & SECURITY PTY LTD	Call out Fee to Inspect Chubb Monitoring System	\$ 620.26
1253.941-01	EVERLON BRONZE	Plaque Request for Thorak Cemetery Customers	\$ 606.10
1253.56-01	COLEMANS PRINTING	Floral & Ornamental Tribute Brochures for Thorak Cemetery Customers	\$ 588.50
1246.2049-01	AJ SECURITY DARWIN	Nov 2021 - Security and Open and Lock Up HPR	\$ 579.70
1247.2049-01	AJ SECURITY DARWIN	Nov 2021 - Security and Open and Lock Up Thorak Cemetery	\$ 579.70
1243.1113-01	GRAPHICS'LL DO (LEONIE RICHARDS)	Develop Issue of #5 Community Newsletter	\$ 565.00

1246.515-01	JC ELECTRONIC SECURITY PTY LTD	Litchfield Council - Repairs to External Cameras	\$ 521.79
1246.1181-01	ODD JOB BOB	Supply Material & Labour to Repair Concrete Slab	\$ 500.50
1246.247-01	TRAIN SAFE NT	Online Chemical Course	\$ 499.00
1243.1035-01	AUSTRALIA WIDE TAXATION & PAYROLL	Australia Wide Taxation & Payroll Training Course	\$ 495.00
1255.205-01	SAFEWAY TEST & TAG (DAVID MILNER)	Annual Test & Tag of Thorak Cemetery Electrical Items	\$ 489.50
00413295	LITCHFIELD COUNCIL PETTY CASH	Oct, Nov to 08 Dec 2021 Petty Cash Reimbursement	\$ 487.25
1243.1961-01	HUMPTY DOO WELDING AND FABRICATION	HSWTS Repairs to Bin Lid	\$ 478.50
1247.1412-01	HAPPIER ENDING FUNERALS	Transportation of Deceased to Thorak Cemetery	\$ 475.00
1254.367-01	BUNNINGS GROUP LIMITED	Consumable Hardware Items - Waste Stations	\$ 453.84
1256.1330-01	PAWS DARWIN LTD	Dog Handling Training - 2 x Reg Services Officers	\$ 440.00
1254.56-01	COLEMANS PRINTING	Regs Services - Notice Books Bulk Purchase	\$ 423.50
1246.1776-01	BOLINDA PUBLISHING PTY LTD	Assorted Audiobooks for Taminmin Library Content	\$ 415.53
1246.2225-01	ARAFURA SITE & STREET SWEEPING	Road Sweeping - Hamilton and Thornbill Roads	\$ 412.50
1246.508-01	EASA	Dec 2021 - EAP Counselling Sessions - Psychologist	\$ 403.60
1254.108-01	DEPARTMENT OF ATTORNEY GENERAL & JUSTICE	Jul - Sep 2021 - FRU Fines Enforcement Fee	\$ 396.00
1254.1566-01	WINC AUSTRALIA PTY LTD	Stationary Replenishment for Litchfield Council Office	\$ 395.95
1246.506-01	TURBO'S TYRES	Replacement Trye	\$ 387.20
1246.874-01	VTG WASTE & RECYCLING	Dec 2021 - Litchfield Council and HDVG VTG Waste Collection	\$ 355.33
1253.455-01	MINI-TANKERS AUSTRALIA PTY LTD	Nov 2021- Refuelling Service - Thorak Cemetery	\$ 345.66
1254.1181-01	ODD JOB BOB	Repairs to Customer iPad Charging Station	\$ 345.13
1254.828-01	HOWARD SPRINGS VETERINARY CLINIC	De-sexing Voucher Redemptions x 3	\$ 345.00
1254.815-01	JEFFRESS ADVERTISING	Annual Report Statutory Advertisement of Completion	\$ 340.56
1246.61-01	GREENTHEMES INDOOR PLANT & HIRE	Dec 2021 - Indoor Plant Hire Litchfield Council Office	\$ 338.50
1256.367-01	BUNNINGS GROUP LIMITED	Consumable Hardware Items - Waste Stations	\$ 334.42
1254.1396-01	CSE CROSSCOM PTY LTD (T/A COMM8)	Dec 2021 - 30x Tracking system Data Access	\$ 330.00
1255.134-01	FIGLEAF POOL PRODUCTS	Dec 2021 - Microbiological Testing - Thorak Cemetery	\$ 328.00
1243.2291-01	MR B MORCOM	Community Grant - Queensland Touch Competition	\$ 300.00
1255.817-01	DORMAKABA (TERRITORY DOOR SERVICES)	Annual Service of the Roller Door 1 of the Operational Shed	\$ 264.00
1256.1697-01	RSPCA	Oct 2021 - Impound Transfers	\$ 260.00

1243.560-01	JOBFIT HEALTH GROUP PTY LTD	Pre-Employment Medical for new Litchfield Council Employees	\$ 256.30
1256.560-01	JOBFIT HEALTH GROUP PTY LTD	Pre-Employment Medical I for new Litchfield Council Employees	\$ 256.30
1243.1576-01	ENDFIRE ENGINEERING SERVICES PTY LTD	Fire Equipment Test & Tag MWF Shed	\$ 231.00
1254.820-01	INENCO GROUP PTY LTD (formerly CBC)	Sets of Bearings and Seals	\$ 223.55
1256.1566-01	WINC AUSTRALIA PTY LTD	Stationary Replenishment for Litchfield Council Office	\$ 219.91
1253.514-01	VEOLIA ENVIRONMENTAL SERVICES	Nov 21 - Waste Transfer from KLRR to Shoal Bay Receiving Station	\$ 218.46
1247.279-01	AUSTRALASIAN CEMETERIES & CREMATORIES	ACCA - The Casual Counsellor Workshop	\$ 214.50
1256.794-01	TOP END R.A.C.E.	Whitewood Road and Hillier Road Intersection Lights	\$ 209.00
1255.752-01	TOTALLY WORKWEAR PALMERSTON	PPE- Work Uniforms	\$ 203.70
1254.1617-01	PRESTIGE AUTOMOTIVE NT PTY LTD	Service Ford Ranger CC45YL	\$ 203.50
1243.895-01	AUSTRALIA DAY COUNCIL NT	Attendance at Australia Day Conference	\$ 200.00
1246.450-01	HUMPTY DOO VETERINARY HOSPITAL PTY	De-sexing Voucher Redemption x 2	\$ 200.00
1254.1264-01	DARWIN LARGE ANIMAL MOBILE VET SERVICES	Redemption of Desexing Vouchers x 2	\$ 200.00
1256.1220-01	GIRRAWEE VETERINARY HOSPITAL	Desexing Voucher Redemption x 2	\$ 200.00
1256.1264-01	DARWIN LARGE ANIMAL MOBILE VET SERVICES	Redemption of Desexing Vouchers x2	\$ 200.00
1246.14-01	AUSTRALIA POST	Postage for New Homeowners to Litchfield Council Brochures	\$ 196.20
1246.828-01	HOWARD SPRINGS VETERINARY CLINIC	Euthanasia and Disposal of 1 dog from Litchfield Council Office	\$ 190.00
1255.867-01	ALL ASPECTS RECRUITMENT & HR SERVIC	Temp Staff - Thorak Cemetery WE 19 Dec 2021	\$ 182.28
1254.1143-01	WORKPRO (RISK SOLUTIONS AUSTRALIA	Police Checks new Litchfield Council Employees	\$ 181.50
1256.565-01	CURBY'S (NT) PTY LTD	Name Badge for New Litchfield Council Employees	\$ 179.30
1246.100-01	NORTHERN TERRITORY PEST & WEED CONTROL	HDVG 12 Month Fire Equipment Annual Inspection	\$ 165.00
1247.187-01	NORSIGN	Portable Water Signage	\$ 165.00
1254.1329-01	AERTEX GROUP PTY LTD	Brougham Road Signage & Delineation	\$ 165.00
1246.968-01	NTF CONSTRUCTION SUPPLY SPECIALISTS	Assorted Nuts and Bolts and Rehydration Products	\$ 163.61
1254.130-01	MOBILE LOCKSMITHS	Fix/Replace Lock at Dog Impound at Litchfield Council Impound	\$ 154.00
1254.2296-01	TOTAL PICTURE FRAMES	Mayor & Councillor Picture Frame and Plaque	\$ 150.00
1254.2298-01	PAID TO LITCHFIELD RESIDENT	Going Green Rebate - Litchfield Council Initiative	\$ 150.00
1254.2307-01	PAID TO LITCHFIELD RESIDENT	Going Green Rebate - Litchfield Council Initiative	\$ 150.00
1254.2308-01	PAID TO LITCHFIELD RESIDENT	Going Green Rebate - Litchfield Council Initiative	\$ 150.00

1246.1459-01	TERRITORY SPRINGWATER AU PTY LTD	Hire Water Cooler - CEO's Office (Dec 2021 - 2022)	\$ 149.00
1246.565-01	CURBY'S (NT) PTY LTD	Name Badges for New Litchfield Council Employees	\$ 146.30
1246.1566-01	WINC AUSTRALIA PTY LTD	Stationary Replenishment Litchfield Council Office	\$ 143.55
1255.85-01	TELSTRA	Dec 2021- Telstra Line Rental	\$ 129.25
1244.85-01	TELSTRA	Nov 2021- Telstra Line Rental	\$ 128.69
1246.56-01	COLEMANS PRINTING PTY LTD	Coreflute Swooping Bird Signs for all Reserves	\$ 121.00
00413294	DEPARTMENT OF ATTORNEY GENERAL & JUSTICE	Discharge of Statutory Charges 2021 / 2022	\$ 120.00
1254.25-01	LAND TITLES OFFICE	Nov 2021 - LCPLAN Title Searches	\$ 113.60
1256.78-01	POWER & WATER CORPORATION	Standpipe Water Cards for MWF Crews	\$ 112.99
1247.851-01	OFFICEWORKS	Stationary Replenishment for Litchfield Council Office	\$ 106.90
1243.1220-01	GIRRAWEE VETERINARY HOSPITAL	Redemption of De-sexing Voucher	\$ 100.00
1246.1220-01	GIRRAWEE VETERINARY HOSPITAL	Redemption of De-sexing Voucher	\$ 100.00
1254.1220-01	GIRRAWEE VETERINARY HOSPITAL	Redemption of De-sexing Voucher	\$ 100.00
1254.2297-01	PAID TO LITCHFIELD RESIDENT	Going Green Rebate - Litchfield Council Initiative	\$ 100.00
1254.2299-01	PAID TO LITCHFIELD RESIDENT	Going Green Rebate - Litchfield Council Initiative	\$ 100.00
1254.2302-01	PAID TO LITCHFIELD RESIDENT	Going Green Rebate - Litchfield Council Initiative	\$ 100.00
1254.2303-01	PAID TO LITCHFIELD RESIDENT	Going Green Rebate - Litchfield Council Initiative	\$ 100.00
1254.2305-01	PAID TO LITCHFIELD RESIDENT	Going Green Rebate - Litchfield Council Initiative	\$ 100.00
1254.450-01	HUMPTY DOO VETERINARY HOSPITAL PTY LTD	Redemption of De-sexing Voucher	\$ 100.00
1254.2301-01	PAID TO LITCHFIELD RESIDENT	Going Green Rebate - Litchfield Council Initiative	\$ 99.75
1254.1088-01	TALENT PROPELLER	Advertising- Customer Service and Library Positions	\$ 99.00
1255.1780-01	TERRITORY MEMORIALS	Vase installation Columbarium for Thorak Cemetery Customer Oder	\$ 99.00
1246.2170-01	BELLS PURE ICE (BPI OPERATIONS PTY LTD)	Bagged Ice for MWF including Delivery	\$ 85.25
1254.2300-01	PAID TO LITCHFIELD RESIDENT	Going Green Rebate - Litchfield Council Initiative	\$ 85.00
1247.287-01	HARVEY DISTRIBUTORS	Bin Liners for Thorak Cemetery	\$ 83.45
1246.1344-01	PROSEGUR AUSTRALIA PTY LTD	Collect Council Banking WE 19 Nov 2021	\$ 83.40
1254.535-01	TOP END WINDSCREENS & TINTING	Repairs to RRPL Isuzu DMax Windscreen	\$ 80.00
1254.51-01	SOUTHERN CROSS PROTECTION PTY LTD	Additional Alarm Responses Charges 03 Dec 2021	\$ 77.18
1254.2306-01	PAID TO LITCHFIELD RESIDENT	Going Green Rebate - Litchfield Council Initiative	\$ 73.33

1256.2306-01	PAID TO LITCHFIELD RESIDENT	Going Green Rebate - Litchfield Council Initiative	\$ 73.33
1254.1330-01	PAWS DARWIN LTD	Nov 2021 - Impounded Dog Transfers	\$ 65.00
CC211121	WESTPAC CARDS & DIRECT DEBITS	Nov 2021 - Corporate Credit Card Litchfield Council Officers	\$ 56.20
1247.1459-01	TERRITORY SPRINGWATER AU PTY LTD	Bottled Water for Thorak Cemetery and Chapel	\$ 55.00
1256.515-01	JC ELECTRONIC SECURITY PTY LTD	Camera Repairs at HSWTS	\$ 55.00
1246.2063-01	QUALITY INDOOR PLANTS HIRE	Nov 2021 - Hire of Library Plants	\$ 52.00
1256.144-01	ORIGIN	Gas bottles at Knuckey Lagoon BBQ's	\$ 50.60
1254.753-01	NATIONAL FLAGS	Replacement Dead Bolts for Flags	\$ 49.50
1254.1344-01	PROSEGUR AUSTRALIA PTY LTD	Collect Council Banking WE 03 Dec 2021	\$ 47.96
1256.1344-01	PROSEGUR AUSTRALIA PTY LTD	Collect Council Banking WE 10 Dec 2021	\$ 47.96
1255.1459-01	TERRITORY SPRINGWATER AU PTY LTD	Bottled Water for Thorak Cemetery and Chapel	\$ 44.00
1254.968-01	NTF CONSTRUCTION SUPPLY SPECIALISTS	Bulk Purchase of Assorted Nuts and Bolts	\$ 39.53
1254.2304-01	PAID TO LITCHFIELD RESIDENT	Going Green Rebate - Litchfield Council Initiative	\$ 31.86
1246.1076-01	TDC (NT) PTY LTD - T/AS TERRITORY DEBT COLLECTORS	Debt Recovery Fees	\$ 23.10
231221	WESTPAC CARDS & DIRECT DEBITS	Dec 21 - Corporate Credit Card Thorak Cemetery	\$ 20.20
1253.851-01	OFFICEWORKS	Stationary Replenishment Litchfield Council Office	\$ 10.47
		TOTAL	\$2,725,245.60

OUTSTANDING RATES

PRIOR YEAR RATES

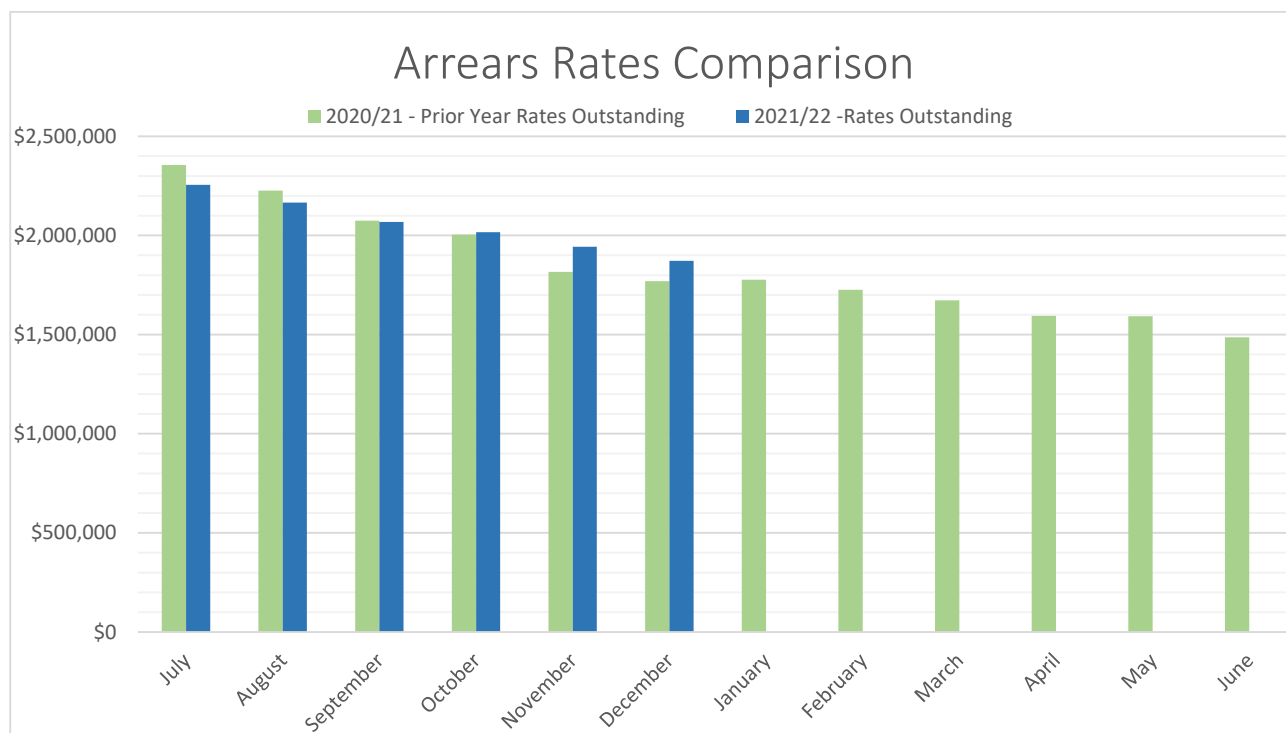
The below table illustrates the split of prior year outstanding rates. Previous years rates are currently \$1.8 million. The increase of 5.5% compared to last year was due to the COVID related discounts, which included rebates.

Council is prioritising rates collection and taking steps to promote awareness among ratepayers on obligations and implications of unpaid Rates and Charges, ensuring rates collectible remains at acceptable levels as Council fulfils its Municipal Plan targets to remain financially sustainable.

The table below shows the balance of the prior year rate as at the beginning of the financial year, last month and the current month.

	Beginning 2021/22 Prior Years Outstanding (\$)	Previous Month (November 2021) (\$)	Current Month (December 2021) (\$)
COMMERCIAL	65,444.00	63,917.00	58,410.87
GAS PLANT	5.00	1,197.00	2,533.77
MINING	123,382.00	123,665.00	125,266.44
HORTICULTURE AGRICULTURE	0.00	67,786.00	67,741.98
NON-RATEABLE GENERAL	9,463.00	9,679.00	9,747.71
NON-RATEABLE WASTE	31,157.00	31,225.00	31,487.71
PASTORAL	0.00	0.00	0.00
RURAL RESIDENTIAL	1,792,710.00	1,401,120.00	1,337,276.36
URBAN RESIDENTIAL	232,730.00	244,359.00	239,059.42
TOTAL	2,254,891.00	1,942,948.00	1,871,524.26
Arrears LESS Legal	2,030,874.00	1,708,831.00	1,554,993.29

The graph below compares prior year rates between 2020/21 and 2021/22 financial years.



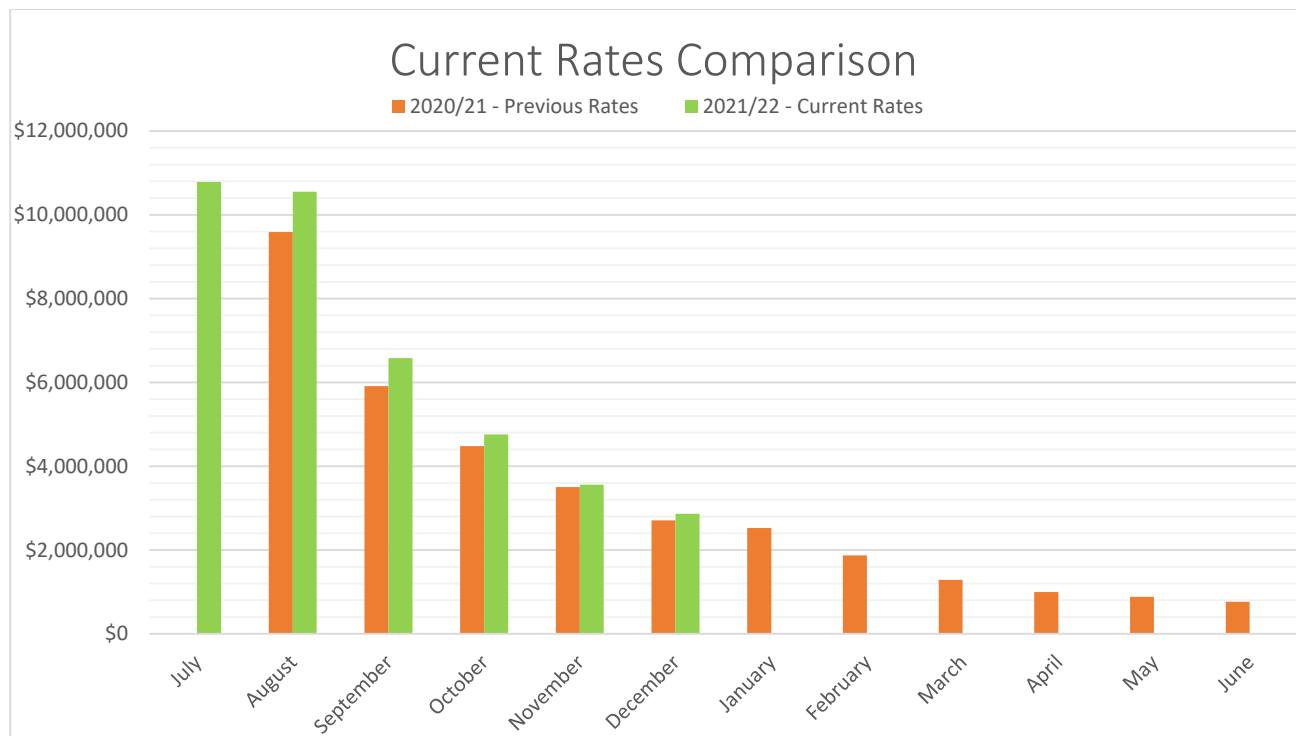
CURRENT YEAR RATES

The below table illustrates the split of current year outstanding rates. Current year rates levied total \$11.7m.

The table below shows the movement in current year rates compared to last month.

	Previous Month (November 2021) (\$)	Current Month (December 2021) (\$)	Variance (\$)	Due Dates
Instalment 1	509,368.00	444,838.01	64,529.99	30-Sep-21
Instalment 2	1,158,256.00	658,783.17	499,472.83	30-Nov-21
Instalment 3	1,890,567.00	1,761,045.39	129,521.61	28-Feb-22
TOTAL	3,558,191.00	2,864,666.57	693,524.43	

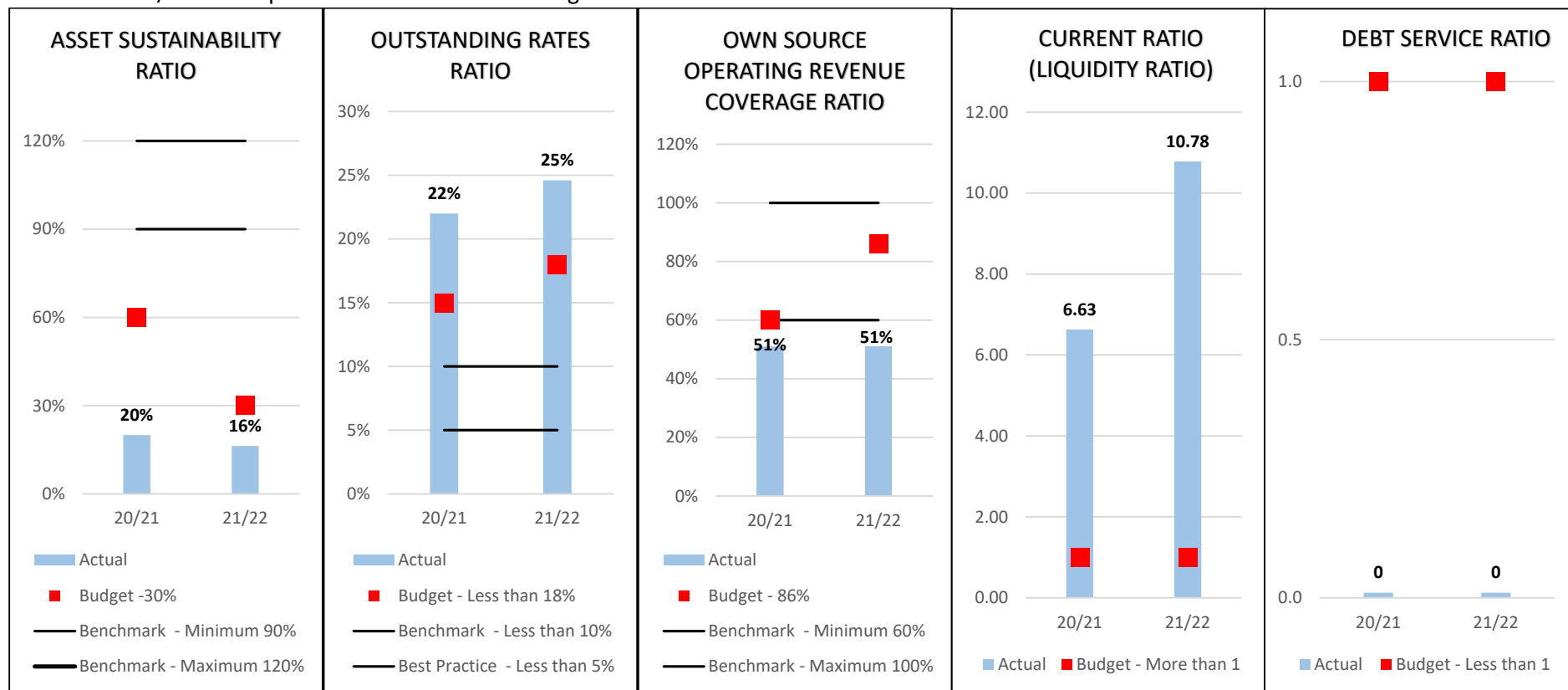
The graph below compares annual rates between 2020/21 and 2021/22.



Note: 2020/21 rates were not levied until August 2020 therefore there is no comparative bar for July.

FINANCE KEY PERFORMANCE INDICATORS (KPI)

Council's 2021/22 Municipal Plan includes the following financial KPIs.



Indicates if Council is replacing or renewing existing assets in a timely manner as the assets are used up.	Identifies if Council is collecting rates and charges in a timely manner and the effectiveness of debt recovery efforts.	This ratio measures the degree to which Council relies on external funding to cover its operational expenses.	Identifies Council's ability to meet its short-term financial commitments as and when they fall due.	Indicates Council's ability to repay loans.
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KPI	Explanation
Asset Sustainability Ratio	<p>A ratio of 90% indicates Council is replacing assets in a timely manner as assets reach their end of useful life. A ratio of less than 90% over the long-term indicates a build-up Infrastructure Backlog*.</p> <p>Council's Asset Sustainability ratio of 16% for the month of December is expected to increase as most capital projects are in 'Delivery' stage. While this % will increase as expenses are incurred, it is expected that Council will continue to fail to meet the local government benchmark of 90%. Council's asset base is currently valued at \$518 million. The current Long-term Financial Plan shows insufficient levels of revenue to fund long-term infrastructure renewal needs of the Council. The risk exists that Council's current levels of revenue will not be sustainable in the long-term to address a growing back-log of infrastructure replacement needs in future.</p>
Outstanding Rates Ratio	<p>In the absence of a local government industry standard benchmark, a benchmark of 5% for City Councils and 10% for Regional Councils is considered best practice and is used by many jurisdictions across Australia.</p> <p>Council's Outstanding Rates Ratio of 25% sits higher than Municipal Plan target of 18% due to the 2nd instalment rates outstanding added to the total outstanding. A growing outstanding rates ratio increases liquidity risk and places burden on Council's existing resources. Council will need to manage the risk by prioritising rates debt recovery to see a downward trend in the rates outstanding ratio gradually.</p>
Own Source Revenue Ratio	<p>This ratio indicates Council's ability to pay for its operational expenditure through its own revenue sources**. The higher the ratio the more self-reliant a Council. In other words, the higher the ratio the less Council must rely on external grants to provide services to the community. A ratio of 40% to 60% is considered as a basic level, between 60% to 90% is considered intermediate level and more than 90% is considered advanced level.</p> <p>Council's Own Source Operating Revenue Coverage ratio of 51% is just short of the Municipal Plan target of 60% and is expected to decrease as further funding is received throughout the year.</p>
Current Ratio (Liquidity Ratio)	<p>A ratio of greater than 1 is required to provide assurance that Council has enough funds to pay its short-term financial commitments.</p> <p>Council's Current Ratio of 10.78 sits favourably against the Municipal Plan target and benchmark of 1. This ratio indicates Council is well placed to fulfill its short-term liabilities as and when they fall due.</p>
Debt Service Ratio	<p>Council has no debt and therefore fully meets the Municipal Plan Target of less than 1.</p>

*Infrastructure back-log refers to capital replacement (renewal) cost not spent to bring assets to a satisfactory condition.

** Own Source Revenue refers to revenue raising capacity excluding all external grants, that is, through rates, charges, user fees, interest income, profit on disposal of assets etc.



COUNCIL REPORT

Agenda Item Number:	14.01.02
Report Title:	DRAFT FIN14 Investment Policy
Author:	Maxie Smith, Manager Corporate Services
Recommending Officer:	Arun Dias, General Manager Business Excellence
Meeting Date:	18/01/2022
Attachments:	A: DRAFT FIN14 Investment Policy

Executive Summary

This report presents to Council minor amendments recommended to the FIN14 Investment Policy which is due for review.

Recommendation

THAT Council adopt the proposed FIN14 Investment Policy, as at Attachment A, subject to any minor editorial adjustments.

Background

FIN 14 Investment Policy establishes Litchfield Councils' approach to investing funds not required to meet immediate liquidity needs. This policy has reached its review date.

Investments are legislated as per the *Local Government Act 2019*, Section 194.

This policy outlines councils' conservative approach to investing money not immediately required for operational purposes by setting out portfolio limits as well as a counterparty credit framework. These elements are set by the council to ensure a prudent approach to investing councils' surplus funds.

Minor changes made to current FIN14 include wording changes are listed below and shown in Attachment A:

- responsible Officer change from 'Director Community and Corporate Services' to 'General Manager Business Excellence';
- the next policy review date has been set for 08/12/2026;
- Authorised Deposit-Taking Institution definition added.
- Section 4, 'Local Government (Accounting) Regulations' has been changed to local government legislation;

- section 4.7 from 'an independent financial advisor by assessing the market value of the portfolio' to 'councils' auditors as part of councils annual financial statement year-end audit';
- section 4.9 from 'an independent investment adviser every six months with a more formal review once a year.' To 'councils' auditors as part of councils annual financial statement year-end audit';
- numbering in section 4.9 has been corrected;
- section 4.9.1 from 'at least once a year' to 'before next review date';
- section 5, associated documents from 'Litchfield Financial Management Policy to 'Accounting Policy Manual'; and
- section 6, references, and legislation removed 'Northern Territory Local Government (Administration) Regulations and Northern Territory Local Government (Accounting) Regulations' and replaced with 'Northern Territory Local Government Regulations'.

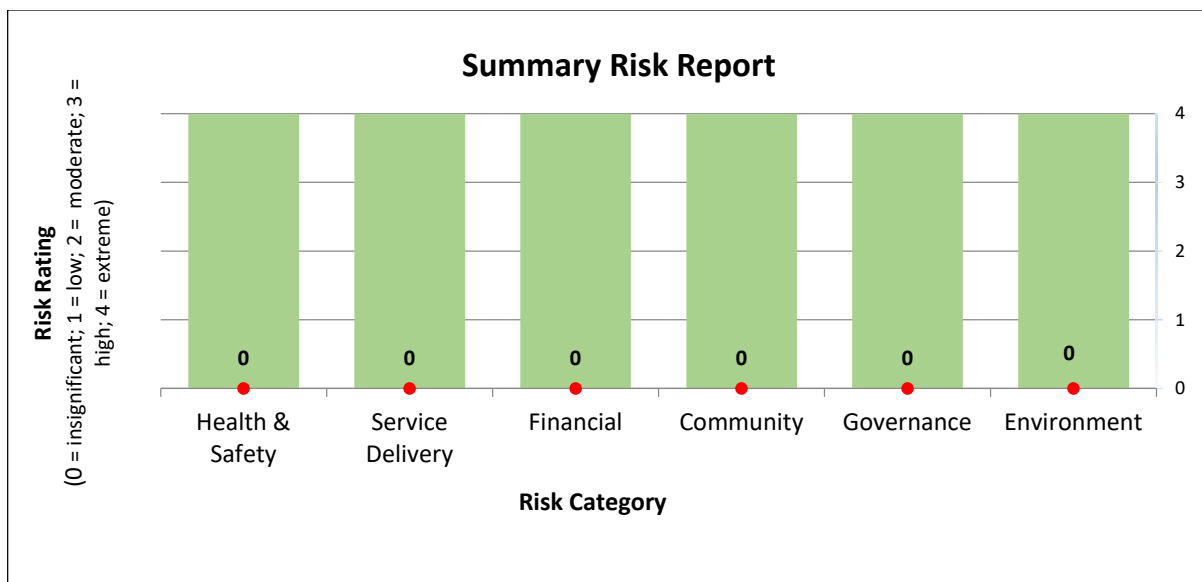
Links with Strategic Plan

A Well-Run Council - Good Governance

Legislative and Policy Implications

Investments are legislated as per the Local Government Act 2019 Section 194, and this policy.

Risks



Nil risks identified.

Community Engagement

Not applicable.



Name	FIN14 Investment Policy
Policy Type	Council
Responsible Officer	General Manager Business Excellence
Approval Date	<u>13/12/2017</u> / <u>12/2021</u>
Review Date	<u>12/12/2021</u> / <u>18/12/2026</u>

1. Purpose

This Investment Policy establishes Litchfield Council's approach to investing funds not required to meet immediate liquidity needs.

2. Scope

This policy applies to all investment decisions relating to Council's surplus funds.

3. Definitions

For the purposes of this Policy, the following definitions apply:

<u>ADI</u>	<u>Authorised Deposit-Taking Institution. Since the Banking Act of 1959, a bank or financial institution must be an ADI if it is to accept deposits from members of the public. That means that banks need an ADI license to offer any of the following: Term deposits</u>
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4. Policy Statement

Council is required to ensure that there are proper policies and procedures in place to safeguard its assets in accordance with the Local Government (Accounting) Regulations legislation. An investment policy is essential to these requirements.

In exercising the power to invest, consideration is to be given to preservation of capital, liquidity, and the return of investment:

- Preservation of capital is the principal objective of the investment portfolio. Investments are to be made in a manner that seeks to ensure the security and safeguarding of the investment portfolio. This includes managing credit and interest rate risk within identified thresholds and parameters.
- The investment portfolio must ensure there is sufficient liquidity to meet all reasonably anticipated cash flow requirements, as and when they fall due, without incurring significant costs due to the unanticipated sale of an investment.
- The investment is expected to achieve a predetermined market average rate of return that takes into account the Council's risk tolerance. Any additional return target set by Council must also consider the risk limitation and prudent investment principles.

4.1. Prudent Person Standard

The investment will be managed with the care, diligence and skill that a prudent person would exercise. Staff are to manage the investment portfolios to safeguard the portfolios in accordance with the spirit of this Investment Policy, and not for speculative purposes.

4.2. Ethics and Conflicts of Interest

Staff shall refrain from personal activities that would conflict with the proper execution and management of Council's investment portfolio. This policy requires staff to disclose any conflict of interest to the CEO.

4.3. Approved Investments

Without approval by resolution of Council, investments are limited to:

- Interest bearing deposits such as bank accounts and term deposits;

4.4. Prohibited Investments

This investment policy prohibits any investment carried out for speculative purposes including:

- Derivative based instruments;
- Principal only investments or securities that provide potentially nil or negative cash flow; and;
- Stand alone securities issued that have underlying futures, options, forwards contracts and swaps of any kind. This policy also prohibits the use of leveraging (borrowing to invest) of an investment.

4.5. Risk Management Guidelines

Investments obtained must comply with key criteria as indicated below relating to:

- a) Portfolio Credit Framework: limit overall credit exposure of the portfolio.
- b) Counterparty Credit Framework: limit exposure to individual counterparties/institutions.
- c) Term to Maturity Framework: limits based upon maturity of securities.
- d) Protection of Principal: investments entered into must be structured to minimise risk of loss of principal.
- e) Grant Funding Conditions: conditions related to grant funding available to invest must be complied with.

4.5.1. To control the credit quality on the entire portfolio, the following credit framework limits the percentage of the portfolio exposed to any particular credit rating category.

S&P Long Term Rating	S&P Short Term Rating	Direct Investment Maximum %	Managed Fund Maximum %
AAA	A-1+	100%	100%
AA	A-1	100%	100%
A	A-2	60%	80%

4.5.2. Counterparty Credit Framework: exposure to an individual counterparty/institution will be restricted by its credit rating so that single entity exposure is limited, as detailed in the table below:

S&P Long Term Rating	S&P Short Term Rating	Direct Investment Maximum %	Managed Fund Maximum %
AAA	A-1+	45%	50%
AA	A-1	35%	45%
A	A-2	20%	40%

If any of the council's approved investments are downgraded such that they no longer fall within approved credit rating category documented within the investment policy, they must be divested as soon as practicable. Investments fixed for greater than 12 months are to be approved by Council and reviewed on a regular term and invested for no longer than 5 years.

4.5.3. The investment portfolio is to be invested within the following maturity constraints:

Overall Portfolio Term to Maturity Limits	
Portfolio % < 1 year	100% Max; 40% Min
Portfolio % > 1 year	60%
Portfolio % > 3 year	35%
Portfolio % > 5 year	25%
Individual Investment Maturity Limits	
ADI	5 years
Non ADI	3 years

4.6. Investment Advisor

The council's investment advisor must hold an Australian Financial Securities Licence issued by the Australian Securities and Investment Commission and their appointment as advisor must be approved by resolution of Council. The advisor approved by council resolution must be an independent person who has no actual or potential conflict of interest in relation to investment products being recommended and is free to choose the most appropriate product within the terms and conditions of the investment policy. The advisor must be representative of a recognised reputable firm of investment advisors.

4.7. Measurement

The investment return for the portfolio is to be annually reviewed by ~~an independent financial advisor by assessing the market value of the portfolio~~ councils' auditors as part of councils annual financial statement year-end audit. The market value is to be assessed by Council at least once a month to coincide with monthly reporting.

4.8. Benchmarking

Performance benchmarks (must be established here in this policy).

Investment	Performance Benchmark
Cash	Cash Rate
Enhanced / Direct Investments	UBSWA Bank Bill
Diversified	CPI + appropriate margin over rolling 3 year periods (depending upon composition of fund)

4.9. Reporting and Review

A monthly report must be provided to Council in support of the monthly statement of activity. The report must detail the investment portfolio in terms of performance, percentage exposure of total portfolio, maturity date and changes in market value.

An Investment Strategy must run in conjunction with the investment policy. (The Investment Policy and Strategy may be presented as one document). The investment strategy must be reviewed by 'councils' auditors as part of councils annual financial statement year-end audit'; ~~an independent investment adviser every six months with a more formal review once a year.~~ The Strategy must outline:

- Council's cash flow expectations;
- Optimal target allocation of investment types, credit rating exposure, and term to maturity exposure and;
- Appropriateness of overall investment types for Council's portfolio.

4.9.1 This Investment Policy will be reviewed ~~at least once a year~~ before next review date or as required in the event of legislative changes. Documentary evidence must be held for each investment and details thereof maintained in an investment Register. Certificates must be obtained from the financial institutions confirming the amounts of investments held on the Council's behalf as at 30 June each year and reconciled to the Investment Register.

5. Associated Documents

Litchfield Financial Management Policy Accounting Policy Manual

6. References and Legislation

Northern Territory Local Government Act

Northern Territory Local Government ~~(Administration)~~ Regulations

~~Northern Territory Local Government (Accounting) Regulations~~

Australian Accounting Standards

Ministerial Guidelines

Local Government General Instructions

7. Review History

Date Reviewed	Description of changes (Inc Decision No. if applicable)
10/04/2012	Approved
11/10/2012	Amendments made.
13/12/2017	Policy in new template, rescind LC10



COUNCIL REPORT

Agenda Item Number:	14.01.03
Report Title:	People, Performance and Governance Monthly Report – December 2021
Author:	Rebecca Taylor, Acting Manager People and Performance
Recommending Officer:	Arun Dias, General Manager Business Excellence
Meeting Date:	18/01/2022
Attachments:	A: People, Performance and Governance Monthly Report – December 2021

Executive Summary

This report provides Council with key staffing information, workplace health and safety information and proposed major policy updates and reviews.

This report provides a monthly update to ensure that both staffing and budget measures are in accordance with the Council approved staffing plan and budget. The metrics provided in this report track activity and report full time equivalent (FTE) numbers, retention and Work Health and Safety performance.

Recommendation

THAT Council note the People, Performance and Governance Monthly Report for December 2021.

Background

The Litchfield Council strongly values our people, and good governance. This report being presented monthly will ensure that important information is presented to understand any trends occurring and for the organisation to understand the factors influencing staff, their safety and policy initiatives.

The commencement of the *Local Government Act 2019* has brought about many changes to Council policies. Provided below is an ongoing update as Council continues to transition to the new legislation.

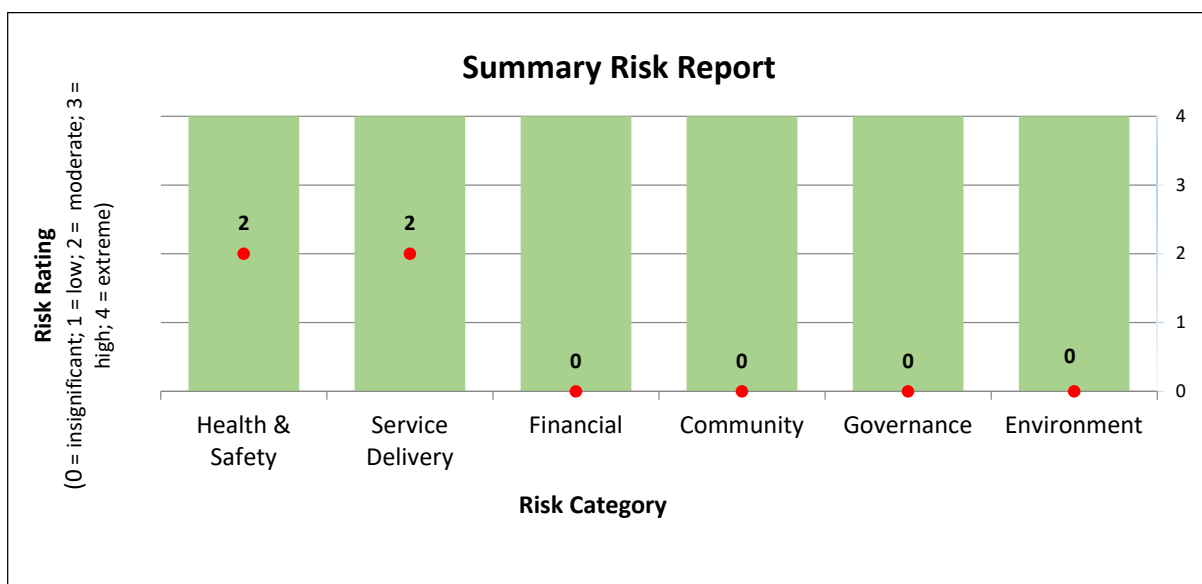
Links with Strategic Plan

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Legislative and Policy Implications

Nil

Risks



Key risks Council is facing which are being mitigated through various measures and initiatives as stated below:

Health & Safety

Public liability issues as a result safety breaches by residents at Council's Waste Transfer Stations. Risk registers, standard operating procedures, and implementation of safety measures (e.g., education, signage etc) are used to reduce hazard during tasks and operations.

Service Delivery

Due to our location, ongoing risks exist around the attraction of qualified staff into critical roles and retention of critical staff needed to deliver Council's business plans. Risks are being managed through the implementation of innovative HR practices to attract and retain talent.

Financial Implications

Nil

Community Engagement

Not applicable.

PEOPLE AND PERFORMANCE MONTHLY REPORT

December 2021

People

Internal Appointments

Position	Department	Commenced	Permanent/Temporary
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Nil

External Appointments

Position	Department	Commenced	Permanent/Temporary
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Ranger	Regulatory Services	6 December 2021	Permanent
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MWF Operator	Mobile Workforce	16 December 2021	Casual
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WTS Plant Operator	Waste Transfer Station	6 December 2021	Casual
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Employment Separation

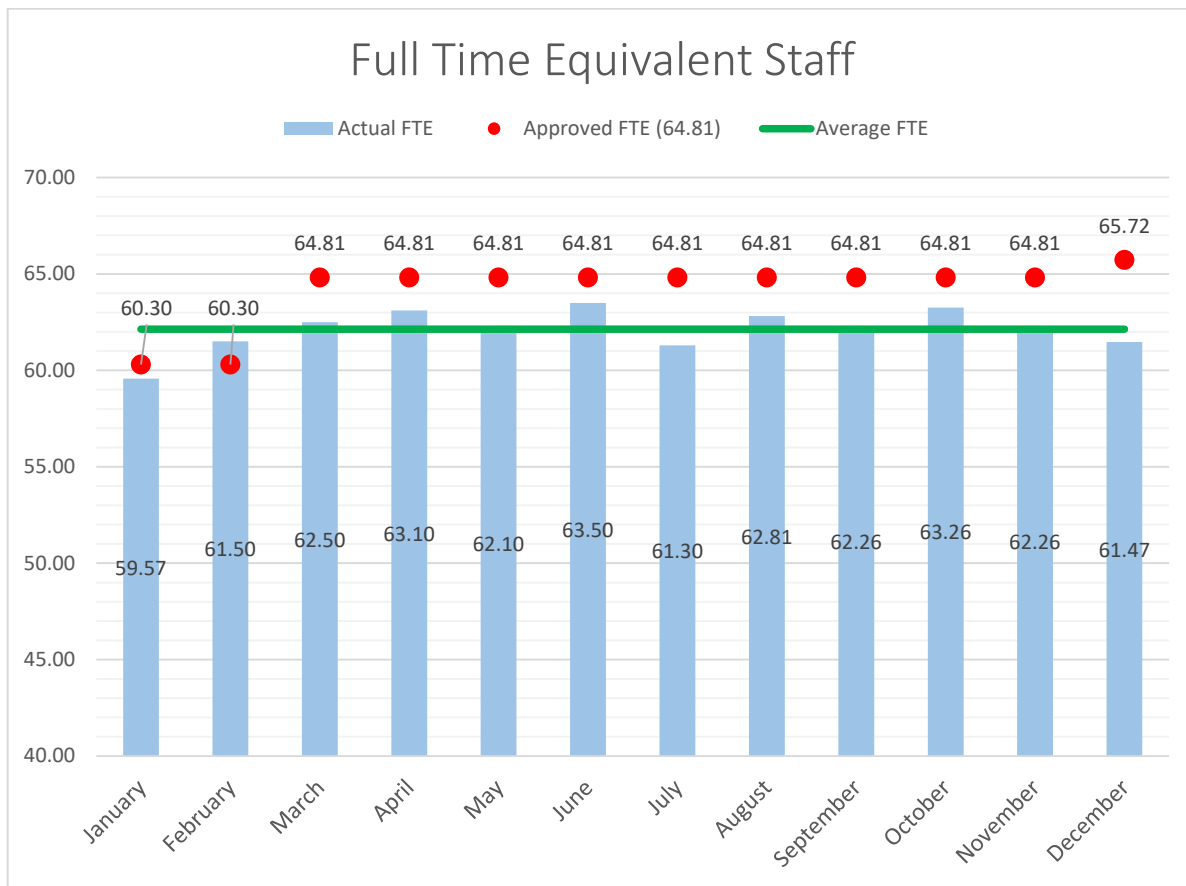
Position	Department	Commenced	Permanent/Temporary
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Manager Infrastructure and Assets	Infrastructure and Operations	27 April 2021	Fixed-term Contract
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Gatekeeper	Waste Transfer Stations	13 May 2013	Permanent
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Caretaker	Community Inclusion	16 February 2021	Part-time
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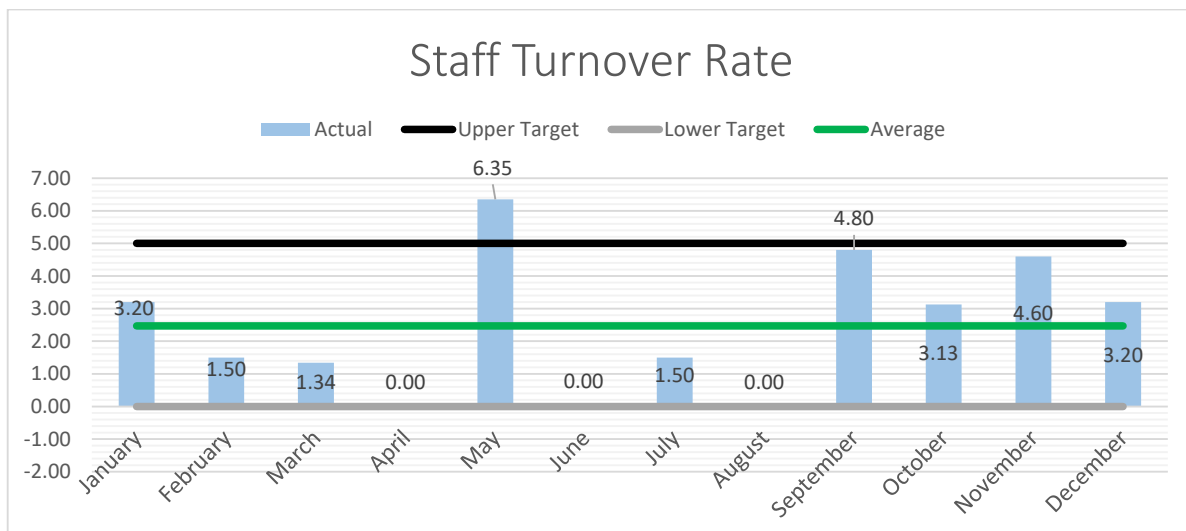
	Approved	Actual	Difference
Full Time Equivalent	49	48	-1
Part-time	6.72	5.47	-1.25
Contract	10	8	-2
Total	65.72	61.47	-4.25



Turnover Rate:

The number of staff leaving council employment during the reporting period.

(# staff leaving divided by the total number of people employed multiplied by 100)



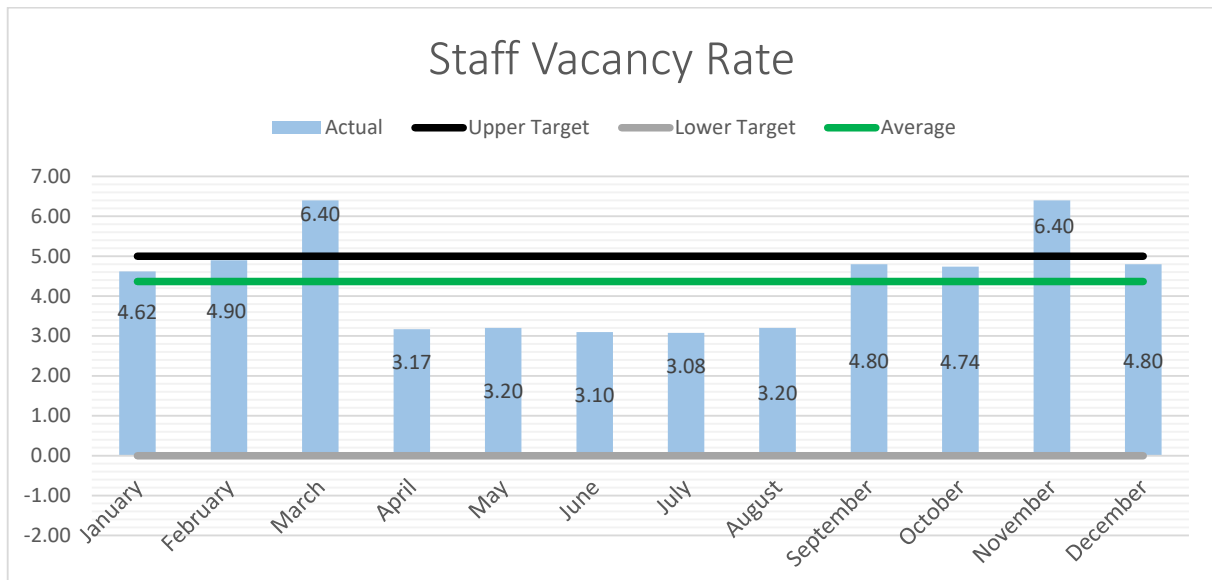
Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Average
3.20%	1.50%	1.34%	0%	6.35%	0%	1.50%	0%	4.80%	3.13%	4.60%	3.20%	2.47%

Target Average: Between 0% - 5%

Staff Vacancy Rate:

The number of vacant positions during the reporting period.

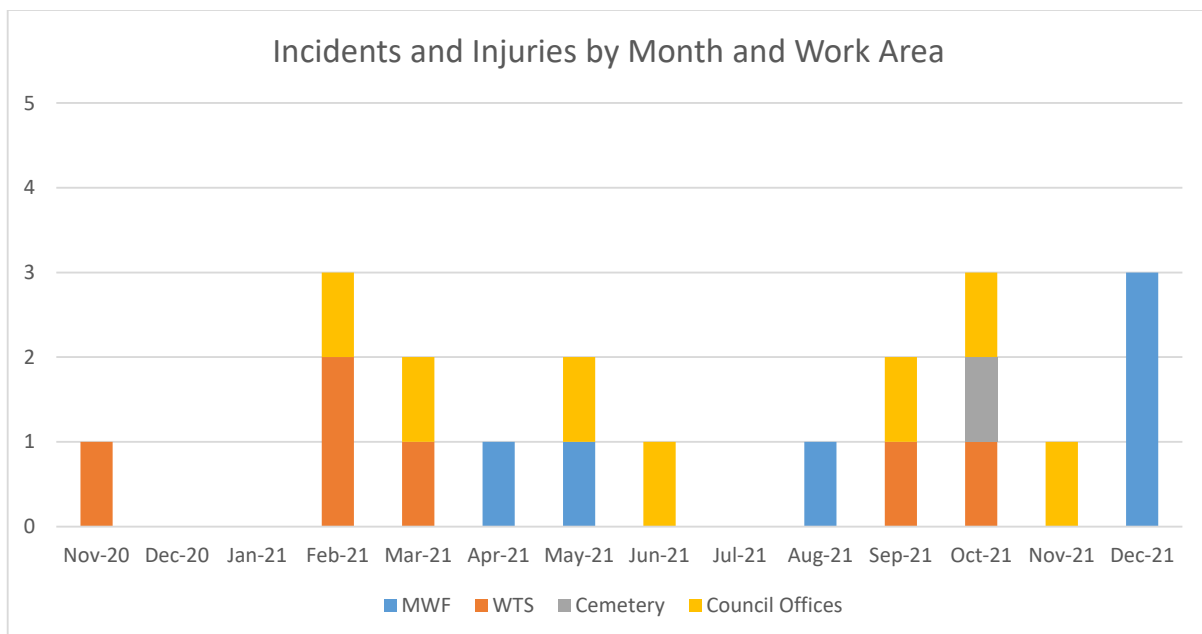
(Vacant positions, divided by total FTE, multiplied by 100)



Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Average
4.62%	4.90%	6.40%	3.17%	3.20%	3.10%	3.08%	3.20%	4.80%	4.74%	6.40%	4.80%	4.37%

Target: 0% - 5%

Workplace Health and Safety



There were three incidents reported in December 2021. Two incidents related to a chemical spill and one incident related to vehicle damage. All incidents were low risk, resulted in no injury and were not notifiable incidences.

Governance

The *Local Government Act 2019* (Act) commenced on 1 July 2021. The following regulations, guidelines and general instructions have been made under the Act:

Regulations	Local Government (Electoral) Regulations 2021
	Local Government (General) Regulations 2021
Guidelines	Guideline 1: Local Authorities
	Guideline 2: Appointing a CEO
	Guideline 3: Borrowing
	Guideline 4: Assets
	Guideline 2A: Council member allowances (Guideline was re-made under section 71(2) of <i>Local Government Act 2008</i> and is continued in force as a transitional arrangement in accordance with section 353 of the <i>Local Government Act 2019</i> .)
General Instructions	General Instruction 1: Procurement

Over the next year (2021/2022), Council will continue to transition to the new Act. Below is the schedule of existing policies due for review over the next 2021/2022 period. These policies will be presented to Council in due course.

Policy	2021-2022			
	Q1	Q2	Q3	Q4
FIN11 Related Party Disclosure				
INF01 Asset Management				
EM06 Conflict of Interest				
COR02 Community Engagement				
FIN13 Borrowing				
FIN14 Investment				
CEM01 Floral and Ornamental Tributes				
INF03 Roadside Memorials and Roadside Monuments				
GOV03 Privacy				
INF05 Sealing of Roads				
INF02 Driveway Crossovers				
CEM02 Right of Interment				
GOV12 Land Acquisition Policy				



COUNCIL REPORT

Agenda Item Number:	14.01.04
Report Title:	Draft FIN20 New Initiatives Policy
Author and Recommending Officer:	Arun Dias, General Manager Business Excellence
Meeting Date:	18/01/2022
Attachments:	A: DRAFT FIN20 New Initiatives Policy

Executive Summary

This report presents to Council the draft New Initiatives policy for adoption.

Recommendation

THAT Council adopt the draft FIN20 New Initiatives Policy, as at Attachment A, subject to any minor editorial adjustments.

Background

As part of the annual municipal plan, Litchfield Council (council) approves new initiatives for the financial year. The fiscal value of new initiatives is capped at a total amount of \$200,000 and is budgeted in the operational budget.

Council's current practice of new initiatives is sound, however, lacks a formal policy. Furthermore, the purpose of the proposed policy is to address two identified challenges:

- a) to define a new initiative; and,
- b) to clarify the process and obligations for a new initiative.

To address these challenges, it is proposed to adopt a policy to guide process and decision making.

Links with Strategic Plan

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Legislative and Policy Implications

Nil.

Risks



Nil identified.

Community Engagement

Not applicable.



Name	FIN20 New Initiatives
Policy Type	Council
Responsible Officer	Chief Executive Officer
Approval Date	[Approval Date]
Review Date	[Review Date]

1. Purpose

To provide guidance for New Initiative submissions as part of the annual municipal plan.

2. Scope

This policy applies to Elected Council members and Council staff.

3. Definitions

For the purposes of this Policy, the following definitions apply:

Term	Definition
Project	A temporary endeavour with a beginning and an end and it must be used to create a unique product, service, or outcome.
Capital project	A project which meets the asset recognition requirement as defined in the Australian Accounting Standard 116 (AASB) and where the cost of the asset exceeds the minimum threshold requirements as defined in section 6.2.1 of Council's Accounting and Policy Manual.
Operational project	An operational project is a project which does not meet the definition of a capital project for financial reporting purposes.
Whole of life cost or benefit	Means the continuing costs or benefits of a project or asset after the project or asset is completed or the asset is in use.
Service level	The defined service quality for a particular activity against which service performance may be measured. Service levels include quality, frequency or quantity, reliability, responsiveness, environmental acceptability, and cost of an activity or service provided.
Annual budget process	The Annual budget process refers to the budget adoption timeline for each financial year. The process starts in November and concludes with Council adopting the municipal plan prior to 30 June every year.

4. Policy Statement**4.1. Scope**

- 4.1.1. A new initiative is a project.
- 4.1.2. A new initiative is an operational project. Capital project budget bids are managed through Council's capital works program and prioritised through Council's asset management plans.
- 4.1.3. Whilst the new initiative at its inception is not a capital project, this does not prevent the subsequent stages of the project to be a capital project.
- 4.1.1 New initiatives are not mandatory projects undertaken with a purpose to comply with legislation. Projects undertaken to fulfil legislation requirements (e.g., Work, Health and Safety) are not new initiatives.
- 4.1.2 New initiatives are not activities undertaken under normal routine operations.
- 4.1.3 The total amount of all combined new initiatives in any given financial year is limited to \$200,000.

4.2 Identifying a new initiative

- 4.2.1 A new initiative can be identified by an Elected Council member or Council staff.
- 4.2.2 A new initiative should be identified by filling out the new initiative request form along with any supporting documents. Example of supporting documents are quotes from potential suppliers or consultants, cost benefit analysis, details on grant funding and any other details supporting the benefits of the new initiative.
- 4.2.3 New initiatives identified by Elected Council members should be submitted as a proposed new initiative to the General Manager Business Excellence and can be sent by email to finance@litchfield.nt.gov.au.
- 4.2.4 New initiatives identified by council staff should be endorsed by the immediate supervisor. The relevant Executive Leadership Team member upon approval should submit the proposed new initiative to the General Manager Business Excellence and can be sent by email to finance@litchfield.nt.gov.au.

4.3 Approval of a new initiative

- 4.3.1 Each new initiative is assigned a priority score by the Executive Leadership Team after considering each initiative's opportunities and challenges. Consideration is given if the initiative is grant funded, the overall benefits of the initiative, project maturity, project cost, whole of life cost or benefit and any impact to existing service levels.
- 4.3.2 The Executive Leadership Team compiles and presents a recommended list of new initiatives for Council endorsement as part of budget workshops.
- 4.3.3 Council approves the new initiatives as part of the adoption of the annual municipal plan.

4.4 Completion time

- 4.4.1 All approved new initiatives have a completion date of 30 June every year. Initiatives requiring extensions beyond this date are subject to Council approval and managed through the budget review process during the financial year.

4.5 Changing the scope of this policy

- 4.5.1 This policy is not governed by the Local Government Act or Local Government Regulations. Council can amend or rescind this policy by passing a resolution subject to limitations imposed by Australian Accounting Standards.

5. Associated Documents

Accounting and Policy Manual
New initiative request form

6. References and Legislation

Australian Accounting Standards

7. Review History

Date Reviewed	Description of changes (Inc Decision No. if applicable)



COUNCIL REPORT

Agenda Item Number:	14.01.05
Report Title:	Budget Review 1 2021/2022
Author:	Maxie Smith, Manager Corporate Services
Recommending Officer:	Arun Dias, General Manager Business Excellence
Meeting Date:	18/01/2022
Attachments:	A: Budget Review 1 2021/22 Council Report 14 December 2021

Executive Summary

This report re-presents to Council, to lift from the table the proposed Budget Review 1 2021/2022 report. Based on the direction from the elected members at the Strategic Briefing and Information Session on 11 January 2022 that, no changes to the Original Budget 2021/22 be made, therefore the report is for Council to receive and note.

Recommendation

THAT Council:

1. lift from the table the proposed Budget Review 1 2021/2022; and
2. receive and note the Budget Review 1 report for 2021/2022 with no further action required to change the Original Budget 2021/22;

Background

As required under the *Local Government Act 2019*, section 203, Council undertook a review of the 2021/2022 Original Budget, this review was presented at the 14 December 2021 Ordinary Council Meeting. At which time it was resolved

THAT Council:

- 1. receive and note the Budget Review 1 report for 2021/2022; and*
- 2. lay the matter on the table until the January 2022 Ordinary meeting in order to allow more time for the elected members to interrogate the documentation.*

A question on notice was taken at the Council Meeting requesting a break-up of “Sundry Expenses”. This information was provided to Elected Members via email on 20 December 2021.

On 23 December 2021, Council Officers received a further request regarding professional service cost detail. The requested information was provided to Elected Members via email on 6 January 2022.

This information was compiled and tabled for discussion at the Strategic Briefing and Information Session on 11 January 2022. Based on the direction from the elected members, no further action is required from management in respect of the proposed Budget Review 1 2021/22. Budget Review 2 will be based on March 2022 month end information.

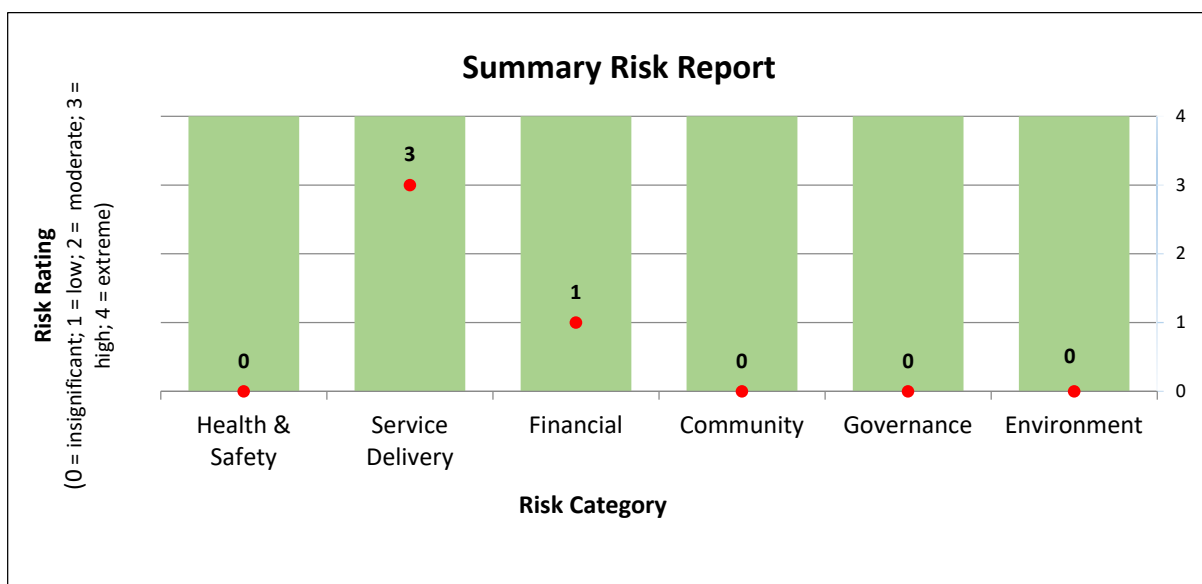
Links with Strategic Plan

A Well-Run Council - Good Governance

Legislative and Policy Implications

This report is compliant with the *Local Government Act 2019*, section 203, Council’s policies and relevant Accounting Standards.

Risks



Service Delivery

There is a high risk of disruption to service delivery. As per the Local Government Act 2019, section 204 (1) and (2), management cannot progress with a project unless it is allocated in the budget or has a Council resolution.

In the absence of an adopted budget review which included high-risk and time critical projects like the asbestos remediation project, remain unbudgeted and neither has a council resolution to commence remediation works. This creates additional time pressures and may contribute to delays in project completions.

Financial

Council is managing financial risk through the review of the budget.

Community Engagement

Not applicable.



ATTACHMENT A

COUNCIL REPORT

Agenda Item Number:	14.01.02
Report Title:	Budget Review 1 – 2021/2022
Author:	Maxie Smith, Manager Corporate Services
Recommending Officer:	Arun Dias, General Manager Business Excellence
Meeting Date:	14/12/2021
Attachments:	A: Operating Income Statement 2021/2022

Executive Summary

Under the *Local Government Act 2019*, section 203, Council has undertaken a review of the 2021/2022 Original Budget.

The operational surplus has been reduced by \$691,171. This is predominantly related to election expenses initially expected to be expended last year, remediation of illegal dumping at the Waste Transfer Stations and a budget error that resulted in \$297k of income carried forward to this year which was received last year.

Capital expenditure has increased by \$2.2m, with \$1.9m relating to carry over capital and the remainder being grant-funded or previously approved by Council.

Reserves are forecast to close the year at \$15.8m. This is \$2.7m higher than the original budget due to a higher than budget opening balance resulting from carry forward capital projects and better than expected trading by the Waste and Cemetery departments.

Recommendation

THAT Council:

1. receive and note the Budget Review 1 report for 2021/2022;
2. under Section 203 of the *Local government Act 2019*, amend the 2021/2022 Budget as detailed in the Budget Review 2021/2022 Report, including the:
 - a. decrease in operational surplus of \$691,171;
 - b. decrease in capital surplus of \$1,112,026; and
 - c. additional \$2,639,807 reduction of reserves.

Background

The following table compares the Original 2021/2022 budget, proposed budget amendments and the 2021/2022 amended budget. Attachment A provides a further breakdown of the operational budget amendments with comments for items with variances larger than 10%.

Summary Budget Position 2021/22 - Budget Review				
	2021/22 Adopted Budget (\$)	2021/22 Budget Review (\$)	Variance	
Operating Income	17,542,519	17,597,302	54,783	0%
Operating Expense	16,117,952	16,863,906	745,954	5%
Operating Surplus (Loss)	1,424,567	733,396	(691,171)	-49%
Capital Income	2,803,000	3,888,465	1,085,465	39%
Capital Expense	6,593,070	8,790,562	2,197,492	33%
Capital Surplus (Loss)	(3,790,070)	(4,902,096)	(1,112,026)	29%
Financial Reserve Movement	13,193,499	15,833,306	2,639,807	20%

Council's operational income is forecasted to increase by \$54,783. This includes increases in planning review fees, cemetery pre-paid internments, infringements, and Library grant funding. However, it is offset by a reduction of \$297k, which relates to Mango Roads Special Levy income which was incorrectly carried forward to this year but recognised as income in total in 2021/2022.

Operational expenses are forecasted to increase by \$745,954. While there have been various movements between expense lines, the increase is predominantly attributed to the following:

- \$166k Election costs initially budgeted to be expended in 2020/2021.
- \$350k Remediation for illegal dumping at a waste transfer station (discussed in other Council Papers).
- \$12k Reserves playground maintenance initially budget as capital.
- \$50k Maintenance on Waste Compactor.
- \$40k Insurance.
- \$30k LTFP model and Financial Controls Audit.

The remainder has corresponding offsets in income by an increase in revenue.

While there is a 0.9 increase in FTE (discussed in other Council Papers), overall employee costs have only increased by \$42k due to savings from vacancies in the first four months of the year and the transition to employing Library staff (rather than engaging City of Palmerston Council).

Based on the above, the overall surplus is forecast to decrease by \$691,171 from \$1,424,567 to \$733,396.

The capital budget is forecast to increase from \$6.6m to \$8.8m due to additional grant funding, and 2020/2021 carry forward projects and contributions. The net effect of these changes results in \$1.1m additional funding required from reserves, of which \$1.9m relates to carry over the capital from 2020/2021, which resulted in increased reserves as at the end of 2020/2021.

The below table shows the overall change in movement in reserve balances forecasted for 30 June 2022.

Summary Financial Reserve Movements 2021/22 - Budget Review					
RESERVES	2020/21 Balance (\$)	Net Movement (\$)	Budget Review Balance (\$)	Original Budget Balance (\$)	Variance (\$)
Developer Contributions Reserve	256,908	(110,178)	146,730	-	146,730
Waste Management Reserve	4,840,323	(800,062)	4,040,261	4,590,142	(549,881)
Total Restricted	5,097,231	(910,240)	4,186,991	4,590,142	(403,151)
Unexpended Capital Works	641,694	(641,694)	-	-	-
Asset Reserve	12,154,043	(2,608,919)	9,545,124	6,774,326	2,770,798
Thorak Regional Cemetery	1,009,037	(53,846)	955,191	683,031	272,160
Election Reserve	100,000	(54,000)	46,000	46,000	-
Disaster Recovery Reserve	500,000	100,000	600,000	600,000	-
Strategic Initiatives Reserve	500,000	(100,000)	400,000	400,000	-
ICT Reserve	-	100,000	100,000	100,000	-
Total Unrestricted	14,904,774	(3,258,459)	11,646,315	8,603,357	3,042,958
TOTAL	20,002,005	(4,168,699)	15,833,306	13,193,499	2,639,807

The Original budget for 2021/2022 forecast an overall reduction of \$2.3m from Council's Reserves. The budget review amendments will result in an overall decrease of financial reserves of \$4.2m, with \$1.9m attributed to the carryover capital.

Under the budget review, Reserves are forecasted at \$15.8m. This is \$2.6m higher than the original budget. This relates to the Reserves opening balance being higher than budgeted at the end of 2020/2021. The original budget had a reserves opening balance of \$15.5m; however, from both saving and better than expected performance in Waste and the Cemetery, 2020/2021 reserves balance was \$20m.

Links with Strategic Plan

A Well-Run Council - Good Governance

Legislative and Policy Implications

This report is compliant with the *Local Government Act 2019*, section 203, Council's policies and relevant Accounting Standards.

Risks



Financial

Council is managing financial risk through the review of the budget.

Community Engagement

Once adopted, the reviewed budget will be available for the public to view on Council’s website, and a notice will be published in the NT News.

Litchfield Council
Operating Income Statement 2021/22
Budget Review 1

	2021/22 - Adopted Budget (\$)	2021/22 - Budget Review (\$)	Variance	
Grants	3,608,882	3,623,054	14,172	0%
Inv Income	249,500	249,500	-	0%
User Charges	1,289,199	1,565,056	275,857	21% Increase in Cemetery pre needs and Subdivision admin fees
Rates	11,720,414	11,793,392	72,978	1%
Stat Charges	189,000	205,000	16,000	8%
Other Revenue	485,524	161,300	(324,224)	-67% Largest item is reduction of budget by \$297,024 mango roads income accounted for in 2021
Total Income	17,542,519	17,597,302	54,783	0%
Sundry	591,105	624,970	33,865	6%
Computer / IT Costs	346,250	492,720	146,470	42% \$5k Laptops & \$136k Fourier Contract mostly offset against employee costs
Employee Costs	7,218,474	7,260,586	42,112	1%
Professional Fees	1,343,564	1,618,564	275,000	20% LTFP Model - Financial Controls Audit -Remediation of Illegal Dumping \$350k, less new initiatives now split out to departments, mostly in Contractors
Parts, accessories & consumables	128,500	145,700	17,200	13% \$10k additional stock chemicals for mobile workforce due to global shortage and the balance is sign replacement increase
Cemetery Operations	392,904	410,904	18,000	5%
Auditors Fees	50,000	50,000	-	0%
Contractors	4,567,537	4,466,437	(101,100)	-2%
Legal Expenses	82,004	82,004	-	0%
Donations and Community Support	130,340	142,740	12,400	10% Increase to community benefits scheme inline with cash for can's income
Maintenance	453,810	513,310	59,500	13% Compactor \$50k, Damaged cage and motor vehicle servicing
Elected Member	307,264	479,842	172,578	56% 2021 Local Election Costs
Energy	193,800	221,800	28,000	14% Increased street lighting
Insurance	311,500	354,329	42,829	14% General increase in premiums across all insurance classes
Bad Debts	900	-	(900)	-100%
Total Expenses	16,117,952	16,863,906	745,954	5%
Net result (Excluding Depreciation)	1,424,567	733,396	(691,171)	-49%



COUNCIL REPORT

Agenda Item Number:	14.02.01
Report Title:	Municipal Plan 2021-2022 Quarterly Performance Review October - December 2021
Author & Recommending Officer	Daniel Fletcher, Chief Executive Officer
Meeting Date:	18/01/2022
Attachments:	A: Municipal Plan 2021-2022 Quarterly Performance Review – Progress on Program Profiles

Executive Summary

The Municipal Plan 2020-21 Quarterly Performance Report October - December 2021 is presented to Council to highlight the organisation's progress towards implementation of the Municipal Plan.

Recommendation

THAT Council receives the Municipal Plan 2021-22 Quarterly Performance Report for the first quarter ending 31 December 2021.

Background

In accordance with good governance principles this report presents the quarterly performance of the organisation against the Municipal Plan 2021-2022 for October - December 2021.

This report directly assesses the performance of the organisation against the set activities within the endorsed Municipal Plan 2021-2022. Specifically, the report highlights the Key Performance Indicators and measures the progress against these achieved in the quarter and further presents progress against the 'new initiative' projects.

As the level of reporting matures, the details and commentary within this report will become clearer and more useful and demonstrate more succinctly how the organisation is achieving its outcomes.

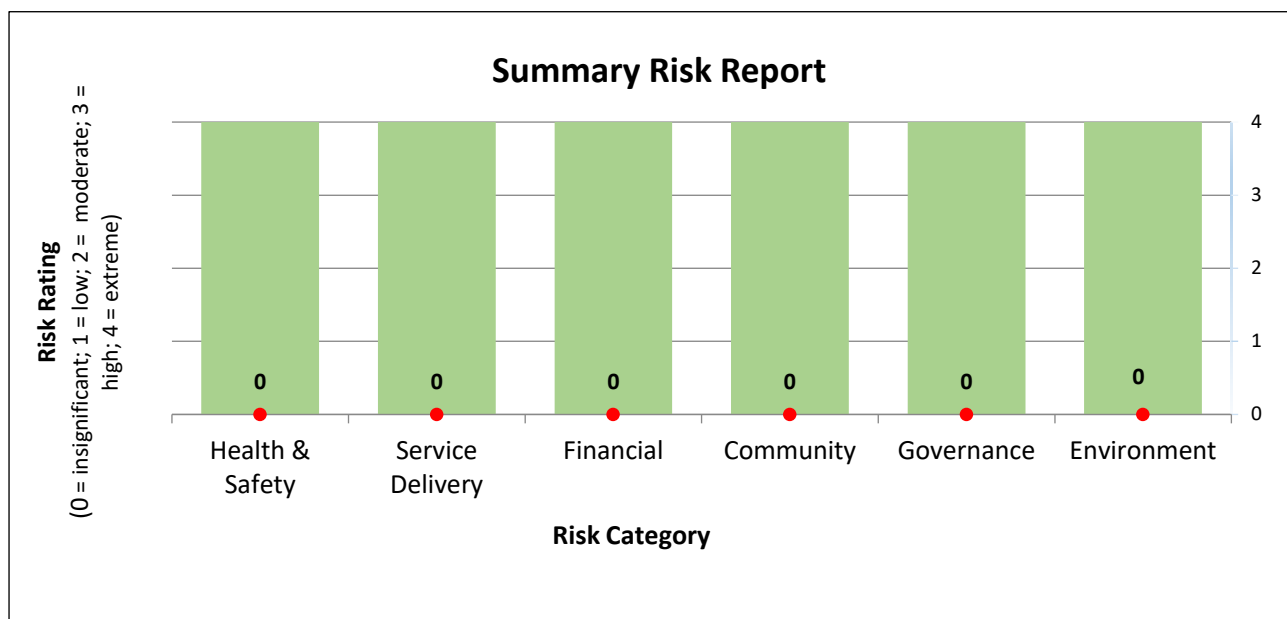
Links with Strategic Plan

A Well-Run Council - Good Governance

Legislative and Policy Implications

NT Local Government Act (2019)

Risks



Community Engagement

Not applicable.



Quarterly Performance Report:

October - December 2021

Quarter 2 Performance Report 2021-2022

The Best Place to Live in the Top End

Quarter 2 Performance Report 2021-22

It is with great pride that again we can present a performance report that demonstrates the hard work that council staff have been putting in during difficult times.

This quarter our council, just like everyone, continued to be challenged with various COVID-19 restrictions. As expected, our people, systems, and processes all worked well. Our staff have mastered the balancing act of flexible work arrangements continuing to deliver services remotely in many instances.

The councillors have commenced the very important process of renewing the Litchfield Council Strategic Plan 2018 – 2022. Two initial workshops have been completed and councillors have enthusiastically contributed to the draft plan in anticipation of the upcoming community engagement process. This will see extensive engagement across the community and with all stakeholders to ensure that the new Strategic Plan accurately reflects the views of the community.

The annual 'wet season' has been a welcomed arrival for recharging the ground aquifers across Litchfield. This appreciated rain also manages to wreak havoc, as it does every year, on council's road network and ongoing projects. While we needed to close one road to ensure the safety of the community, there was again considerable minor repair work that was undertaken.

Kentish Road, the last of the strategic mango roads, is on track to be completed in the coming months. This will signal a significant achievement for the council and begin to support the mango industry through reduced damage to mango and a more efficient supply chain.

The Virginia Road pavement rehabilitation project was also completed in December 2021.

Council will soon enter the early stages of the budget process for 2022/23 and, with a new strategic plan likely to be adopted in the first half of 2022.

Council continues to be leading the way with our diversity and inclusion initiatives. Recently we have partnered with JobAccess in planning to co-host a Driving Disability Employment Seminar for the first time in Darwin. This

campaign receives national attention. Additionally, Council and Charles Darwin University entered into a Host Internship Agreement. In November 2021 Council engaged two students who are both studying a bachelor's in engineering. This has already proven to be a great outcome for councils engineering team.

The end of quarter 2 saw the completion of the library services arrangement with the City of Palmerston. Council is incredibly grateful for the support and assistance that has been provided by our neighbouring council to ensure library services were delivered to our community. Now that our wings have grown and we have matured, this arrangement has now discontinued, and Litchfield has welcomed its own library staff.

With the next Building Better Regions Fund recently opening, council will continue to focus our attention on our agreed advocacy projects and lobby the Northern Territory Government for funds to support Freds Pass Sport and Recreation Reserve. Council will formally consider transitioning the library to a more suitable location in the very near future to support services for our growing community.

I look forward to the 2021-22 year with our new Council in place.



DANIEL FLETCHER
CHIEF EXECUTIVE OFFICER

Leadership & Community Services

Community Inclusion

Engagement with the recreation reserve management committees continued this quarter as they held their annual general meetings and provided feedback on the ongoing funding requirements. Work on the long awaited Knuckey Lagoon storage shed was completed and officially declared open at the last Knuckey Lagoon Management Committee meeting for 2021. The work on finalising the projects approved under the \$2.3million NTG grant at Freds Pass Reserve was completed. The annual community grants program resulted in the funding of seven community organisations and funding for the Palmerston and Litchfield Seniors Association and Fred's Pass Rural Show was approved by Council. The long term caretaker at Humpty Doo Village Green, Marlene Zammit retired after 21 years to move to Queensland.

A part of the October school holidays was in this quarter, along with regular programs of Seniors Morning Teas, Litchfield LEGO League, Storytimes and Nurserytimes. This quarter the library held 46 programs with 634 attendees, meaning attendance is still just under target. School holiday program attendance is down from previous years, as the library has had to design many programs that require bookings of small groups required due to the current COVID-19 pandemic. This trend is expected to continue. In December the library held a special Christmas Storytime at the Humpty Doo Village Green attracting approximately 80 participants. It was a community spirited event with local volunteer firefighters bringing Santa on their firetruck, local face painter and balloon animals and the Toy Library attending to promote their services and provide entertainment.

The end of this quarter saw the expiry of the fee for service agreement with City of Palmerston and in preparation for Council taking on full

responsibility for the library service staff recruitment was undertaken in November and December. We are fortunate to have attracted the existing library staff to transfer to being Litchfield Council staff and they will be complemented by the appointment of several part time casual staff.

Regulatory Services

This quarter saw the successful appointment of a second Ranger, the position has been vacant for some time.

The desexing initiative continues to be popular, the last of the 70 \$100 vouchers were redeemed and further vouchers will be available in the coming quarter.

We have started taking bookings from schools and childcare centres for the dog safety awareness program.

Regulatory Order work continues in the area of butler Place, Holtze to manage the ongoing staking and storing issues in accordance with the authority provided to council. We continue to work with other government agencies to see an end to this matter as quickly as possible.

Business Excellence

People, Performance, Governance and Workplace Health and Safety

Through our diversity and inclusion initiatives, we conducted events throughout the quarter for all staff to be involved in diversity activities and build awareness. We continue to partner with JobAccess in planning to co-host a Driving Disability Employment Seminar for the first time in Darwin. This important campaign is receiving national attention but has unfortunately seen delays due to the continuously changing COVID-19 environment.

We continue to focus on training and development to support learning and innovation through our new Learning Management System. Council staff have immediate access to more than 80,000 high calibre professionally developed training resources to meet most of their learning and development needs in one easy to access portal.

Governance activities continued to focus on the transition to the new Local Government Act through policy development and review and oversight of Council's risk management framework.

Various notable staff contributions in 2021 have supported our stability and performance during the time of the global pandemic. Every team member involved with Litchfield Council deserves a special note of thanks for their role in supporting us through such a challenging time. 2021 has also been an amazing year of celebration of diversity and inclusion in our workplace which has helped evolve our organisation's collective knowledge and positive mindset.

In speaking about our workforce, we would like to congratulate our Reserves and Community Programs Officer for her recognition as Litchfield Council employee of the year. Also celebrating success was our Projects and Records Management Officer (employee of the

month for December) and our Mobile Workforce Program Leader as Work Health and Safety Champion for 2021. We thank all of the Litchfield Council team members for their hard work and commitment they have shown over the past year.

Corporate Services

Council has successfully completed the Annual Financial Audit for 2021-2022. The report was included into the Annual Reports for Council which was adopted in November.

The Enterprise Resource System (ERP) review project is progressing. Council is in discussion with the current service provider regarding the latest addition of their software.

Council's server software was upgraded in the quarter. This upgrade completes one of the projects identified from the security audit recommendations. Council's printer lease contracts were also renewed in the quarter. The renewal of the lease was done to streamline by including all printers and copiers at various locations in a single contract resulting in savings.

Recent changes to the Local Government Act require Councils to complete at least two budget reviews each year. The first budget review for the financial year has been completed. Additional Local Government Act changes have led to a redesign of councils monthly financial report. Councillors have provided input at the December Briefing session with agreed changes which will be implemented over the coming months.

Infrastructure & Operations

The overall capital works program is well underway with a better start to the year than in the previous financial year due to proactive project planning and implementation.

Some of the highlights during the last quarter are as follows.

Infrastructure and Assets

Mango Roads

- Mocatto Road is now substantially complete
- Horsnell Road is now substantially complete
- Chibnall Road is now substantially complete
- Kentish Road – Drainage works and Earthworks is in progress as per the schedule.

Infrastructure

- Thorngate Road – Pavement Repair Work completed October 2021.
- Spencer Road – Floodway Upgrades completed December 2021.
- Townend Road – Pavement Repair Work will be completed during the reseal program in January 2022. Second Seal coat will complete during reseal Program.
- Power Road – Base Course and preparation of pavement has been completed. Project has been delayed because of unavoidable weather conditions – (Rain).
- Various locations – Shoulder Top Up Works Completed October 2021.
- Virginia Road - Pavement rehabilitation Works Completed December 2021.
- Yearly Traffic Count Program is complete, and will recommence in April.
- Floodway Identification and Assessment is in progress.

- Round 1 Maintenance Grading of Unsealed Roads completed December 2021.
- Annual preparations for the impending cyclone season which include going through a list of actions in preparation for potential response to and recovery from an emergency.
- Litchfield Council Mira Square Community Building start up meeting has been held.
- General Manager Infrastructure & Assets, Manager Operations & Environment, and Works Delivery Program Leader have been connecting with Taminmin Highschool students on a regular basis as part of the Taminmin STEM Innovation Program.
- On Thursday 28 October 2021 Project Engineer, and Works Delivery Program Leader held an information session at the Virginia Road - pavement rehabilitation project.

The excursion was to provide information for students who show an interest and an aptitude in engineering. Students were given the opportunity to see and experience the Virginia Road pavement rehabilitation project, gaining a wide understanding of the engineering and manufacturing processes that are used on site.

- Line Marking Various Locations Completed October 2021:
 - Section 1: Strangways Road to Redcliffe Road intersection Ch 1.7km to 3.5km - line mark centre line only.
 - Section 2: Arnhem Highway to Strangways Road Ch 0km – Ch 1.7km - full line marking.
 - Section 3: Freds Pass Road and Redcliffe Road intersection - full line marking.
 - Section 4: From Mahaffey Road to Power Road Ch 0.96km to Ch 3.8km line mark centre line only.

- Section5: Livingstone Road Stuart Highway to Unsealed Road - Ch 0km – Ch 4.3km - full line marking
- Jacomb Place – Cross Road Culvert Replacement Completed November 2021.
- Brougham Road – Drainage Upgrades Completed December 2021.
- Thorak Cemetery & Mobile Work Force Shed – Solar Panel Installation completed.
- Litchfield Council and Charles Darwin University entered a Charles Darwin University Host Internship Agreement. In November 2021 Council engaged two students who are both studying a bachelor's in engineering.

Waste Management

- Surface Water Quality monitoring underway, with first round received.
- All plant and machinery have been serviced.
- Legacy tyre issue has been rectified.
- Legacy timber pile quote received and will start prior to Christmas.
- Bin refurbishment program underway, with 4 bins fully refurb.
- New staff on board, approaching full capacity after a less than ideal few months of staff shortages.
- Asbestos Management Plan in draft.
- Compactor maintenance scheduled.
- Staff training scheduled (conflict resolution and forklift).

Mobile Workforce

- Trees pruned along mowing route for machines and line of sight or obstructing signs Humpty Doo, Bees Creek, Virginia, Girraween areas average 2-3 5 tonne truckloads per day for 18 days.
- Reserve maintenance – gutters cleared all buildings Knuckey and Howard Park.

- Training 1 x WZ 2&3 1 X Chem-cert
- Stakeholder engagement weed and fire management
- Verge mowing program commenced
- Ongoing clean-up of “Rubbish Warrior” installations

Thorak Cemetery

- Over \$300K preneed revenue as of 15 December 2021.
- Landscape design of new section F.
- Irrigation Infrastructure upgrades commencing.
- Procurement of new plant: RTV & Mower.

Planning & Development

- Alongside many smaller multi-lot subdivisions, there are currently four major residential estate developments underway, which indicates demand from people wanting more opportunities to live in the Municipality.
 - The residential subdivision at Lowther Road, Bees Creek is undergoing Council's vigorous approval and assessment processes prior to commencement of construction.
 - The Cyrus Road, Berry Springs and Morgan Road, Virginia residential subdivisions, which are under construction, have come back to Council for further review (including for extensions of time for development) and are moving ahead in-line with new schedules.
 - The Bees Creek Road, Bees Creek residential subdivision has been through all requisite processes and is being monitored and assessed through the obligatory inspections and appears to be moving ahead in-line with its expected schedule.
- The formerly incomplete industrial subdivision at Strangways Road,

Humpty Doo, has been restarted. It has been reviewed and inspected by Council to bring it up to date with the current requirements to enable development to commence in-line with current policies and expectations. This will allow for increased capacity for employment in the Municipality.

- The number of planning applications processed in this quarter has been slightly higher than previous periods, providing some confidence in the growth of the region. This confidence can be construed from the types of applications. These have included relocations of existing businesses which have outgrown existing locations, newly proposed multi-lot residential subdivisions of various sizes, as well as expansions or improvements to existing businesses premises.

PROGRESS ON PROGRAM PROFILES

Council Leadership

Key Outputs	Measures	Targets	On Time/Target	On Budget	Status Commentary
Powerful and Effective Advocacy					
Advocacy Submissions to government	Arrange and attend quarterly meetings with relevant ministers on advocacy projects	1 per qtr	Yes	Not applicable	Letters to Chief Minister and all state minister requesting an opportunity to meet and discuss Strategic Advocacy Projects distributed early November 2021. Meeting held with Minister Uiibo MLA, Mayor and CEO's representative November 2021. Meeting held with Minister Worden MLA, Mayor and CEO's representative December 2021. Meeting with Minister Paech MLA scheduled for December 2021 was deferred to 2022.
Advocacy Strategy	Current year actions	Complete	Yes	Yes	Federal Election Advocacy document developed.
Good Governance					
Elected members training and development	min 1 per qtr	Min 1 pr qtr	Yes	Yes	October 2021 LGANT Elected Member Induction Symposium Councillor Information Session Council Workshop – Understanding Council's Budget & Municipal Plan

Supporting local businesses	Hold three Litchfield Women in Business Network events each year	3 events	Yes	Yes	Mandatory training scheduled for February 2022. Nil events within the quarter.
Engaging our community					
Annual Community Survey	Overall Satisfaction	>60%	No	Yes	The 2021 Community Survey was conducted in August 2021. The 2021 Community Survey results show Council's overall performance was rated 56% good or very good. The 2022 Community Survey will be conducted in May to align with the Freds Pass Show.

Corporate

Key Outputs	Measures	Targets	On Time/Target	On Budget	Status Commentary
Engaging our community					
Community Engagement	Community Engagement Strategy actions: Year 4 (8 Actions) complete	90%	Yes	Yes	Complete. The Community Engagement Strategy highlights are contained in the Draft Community Engagement Strategy report to be presented at the January Council Meeting.
Social Media Management	Increased interaction on Council's Facebook page - post engagement	>8000	Yes	Yes	Post reach for this quarter is 18,100. Post reach is the number of people who saw your post at least once.
Modern Service Delivery					
Media Monitoring and Management	Media response time	<24 hours	Yes	Yes	Two media requests were responded to in this quarter.

Human Resources and Work Health and Safety

Key Outputs	Measures	Targets	On Time/Target	On Budget	Status Commentary
Good Governance					
Human Resources Policies, Procedures, Checklists	4 policies reviewed and compliant	Complete	Yes	Not applicable	Policies reviewed.
An engaged and productive workforce	Staff turnover rate	<10%	Yes	Not applicable	3.7% this quarter compared to 2.24% in quarter 1.
	Staff Survey satisfaction	>70%	Yes	Not applicable	Survey will be conducted in February 2022. Results will be published prior to the end of 2021-22 financial year.
Modern Service Delivery					
Number of workplace safety Incidents	Number of reportable incidents	0	Yes	Not applicable	Notifiable incidents arising out the conduct of Council business did not occur during the quarter.
	Lost Time injury	0	No	Not applicable	Two claims for workers' compensation were lodged during the quarter which resulted in lost time from work.
	Workers' compensation claims	<3	Yes	Not applicable	Two claims for worker's compensation were lodged, but liability had not been determined.

Planning and Development

Key Outputs	Measures	Targets	On Time/Target	On Budget	Status Commentary
Powerful and Effective Advocacy					
Submissions to the NT Government	Comments submitted on applications within required time frame	>90%	Yes	Not applicable	14 applications were responded to within the allocated timeframes.
Modern Service Delivery					
Approval of plans, reports and construction documentation (days are working days and start from when all information is provided and relevant fees paid.)	Plan reviews for building certification issued within 10 works days	>90%	Yes	Not applicable	40 Building certification plans were reviewed and actioned within timeframes.
	Plan and report reviews for development and subdivision issued within 15 working days	>90%	Yes	Not applicable	3 plans/reports were reviewed and actioned within required timeframes.
	Works Permits issued within 5 days	>90%	Yes	Not applicable	All 24 Works Permit applications were reviewed and actioned within required timeframes.
Subdivision approvals and handover processes	Delivered in accordance with standards	Achieved	Yes	Not applicable	Councils' approval and handover processes have been undertaken in accordance with Council's Standards.

Infrastructure and Assets

Key Outputs	Measures	Targets	On Time/Target	On Budget	Status Commentary
Engaging our community					
Capital Works Program	Affected residents and relevant stakeholders consulted prior to works starting	100%	Yes	Not applicable	All stakeholders and affected residents have been consulted prior to works commencing.
Modern Service Delivery					
Capital Works Program	Programmed works completed within budget	>90%	Yes	Yes	As reported in Monthly Finance Reports.
Grant-funded projects	Completed and acquitted in line with agreement requirements	Complete	Yes	Yes	Current grant funded projects with Blackspot, LRCI and Roads to Recovery funding are on track for completion with their respective time schedules.
Asset Management Plans	All AMPs adopted as per the AMP schedule	Complete	Yes	Yes	The Plant and Fleet Asset Management plan has been adopted. Works continue review of the road asset management plan and programming of the Waste and Cemetery AMP's as per the schedule.
Road Maintenance Program	Potholes patched and repaired – Added to maintenance schedule	<7 days	Yes	Yes	80 potholes were repaired in the period, with major pavement repairs identified from previous periods scheduled.
	Gravel roads graded	2 times per year	Yes	Yes	1 Maintenance Grade is completed with the second programmed for March/April 2022.
Street Lighting Maintenance	Added to maintenance schedule	<7 days	Yes	Yes	9 faults were detected streetlights during the period and were repaired. Council has 318 streetlights.
Productive Mango Roads Project	Kentish Road	Complete	Yes	Yes	Works have commenced with a completion date yet to be confirmed, due to wet season delay.

Shared Path Program		Current year program	Complete	Yes	Yes	No new works are programmed for this financial year. Feasibility and design to occur for future projects.
Major Road disruptions	Network	Emergency response time	<24 hours	Yes	Yes	Power Road closed 26 December 2021.

Mobile Workforce

Key Outputs	Measures	Targets	On Time/Target	On Budget	Status Commentary
Modern Service Delivery					
Roadside Maintenance	Volume of litter collected	Reducing Trend	Yes	Yes	Oct-Dec quarter sees the MWF transition from Dry season works to our wet season program, from 28 targeted roads 69 bags were collected along with 6 call outs to Whitewood road to clean up artwork.
	Vegetation Slashed and Council Roads Mowed	2 rounds	Yes	Yes	Road verge mowing is well underway and on target as per the program
Weed Management	Weeds managed on Council roads and land in accordance with service levels in weed management program	Complete	Yes	Yes	All firebreaks under the WMP have been sprayed in accordance with recommendations. Roadside furniture spraying is on schedule in front of grass cutting plant.
Bushfire Management	Council Firebreaks Maintained	Complete	Yes	Yes	All firebreaks under the FMP have had a pre-season slashing undertaken.
	Firebreaks Widened in accordance with Fire Management Plan	Complete	Yes	Yes	3 properties had works undertaken in accordance with the FMP, due to covid / vaccine mandates and suppliers work was halted.
	Hazard Burns Undertaken in Consultation with Other Authorities	Complete	Yes	Yes	Consultation with Bushfires NT and NTFRES has been undertaken, Limited contractors with accreditation adversely impacts our ability to undertake hazard abatement burns.

Road Furniture Maintenance	Signs and Guideposts repaired with Target Timeframes	>90% <24 hours urgent 14 days standard	Yes	Yes	3 rounds of traffic counts installed and retrieved- 6 roads 38 guideposts installed -23 removed-83 straightened. 79 signs were repaired or installed with 43 vandalised
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Waste Management

Key Outputs			Measures	Targets	On Time/Target	On Budget	Status Commentary
Engaging Our Community							
Community Income	Benefit	Fund	Income raised through recycling activities including cash for containers	5% annual increase	Yes	Yes	\$38,725 raised to date. Includes scrap steel and batteries. On track to exceed projections.
Maximise landfill	diversion	from	Residential waste tonnage transferred to Shoal Bay	<7000 tonnes	Yes	Yes	2905 Tonnes to date, through education and more scrutiny placed on deposition, on track to exceed projection.
			Commercial waste tonnage transferred to Shoal Bay	<1000 tonnes	Yes	Yes	32.3 Tonnes to date, on target to exceed projection.
Cyclone Season Preparation			Free residential green waste disposal in November	Complete	Not applicable	Not applicable	Residents can now deposit green waste for free all year. Mulch is now sold for \$25 cubic metre
Modern Service Delivery							
Recycled Materials			Volume of green and wood waste processed for resale	>3,500 cubic metres	Yes	Yes	3600 cubic metres have been mulched for resale, 405 cubic meters sold to public this quarter.
			Volume of concrete crushed for resale	>500 cubic metres	No	No	318.5 cubic metres have been on sold to the public, also product has been utilised for erosion control and pound upgrades. Due to Asbestos contamination it is unlikely we will meet this target.
Maximise landfill	diversion	from	Amount of total waste diverted from landfill	>35%	Yes	Yes	Currently 38% final figure may be impacted by asbestos remediation from illegal dumping
			Amount of total waste that is dry recyclables	>15%	Yes	Yes	11% to date, on track to exceed projection.
			Quantity of scrap metal collected and recycled	>1000 tonnes	Yes	Yes	402.7 tonnes recycled, on track to exceed projection.

	Quantity of cash for containers collected and recycled	>50 tonnes	Yes	Yes	19.3 tonnes diverted to date, on track to exceed projection.
	Quantity of electronics collected for Techcollect	>40 tonnes	Yes	Yes	21.45 tonnes sent for decommissioning, well on track to exceed projection.
	Quantity of tyres, batteries and oil collected for recycling	>100 tonnes	Yes	Yes	33.5 tonnes of batteries, 16.4 tonnes of oil 9.2 tonnes of tyres have been sent for recycling. Total 59.1 tonnes, on track to exceed projection.
Waste Strategy - Year 4	Landfill closure plans for Howard Springs and Berry Springs Waste Transfer Stations prepared	Increase in data collected	Yes	Yes	Surface gas emission monitoring data collected, in addition to surface gas monitoring a contractor has been engaged to supply surface water quality monitoring.
	Amenity upgrades at transfer stations (continues year 5) undertaken	Complete	Yes	Yes	Security camera upgrade now complete from last quarter and waste bin refurb project underway.

Regulatory Services

Key Outputs	Measures	Targets	On Time/Target	On Budget	Status	Commentary
Engaging Our Community						
Responsible dog ownership	Number of registered dogs increased	>10%	Yes	Yes	Q1 = 3% Q2 = 5%	Average = 4%
	Number impounded dogs reclaimed by owner	>70%	Yes	Yes	Q1 = 50% Q2 = 58%	Average = 54%
	Number of registered dogs de-sexed	>70%	Yes	Not applicable	Q1 = 81.58% Q2 = 75%	Average = 78.29%
Animal Management Plan - Year 3	Attendance at community events	2+ events attended	Yes	Not applicable	Q1 = 2 events Q2 = 0	Average = 2
	Dog Awareness Program delivered at schools and childcare	6+ visits	Yes	Not applicable	Q1 = 3 events Q2 = 0	Average = 3
	Dogs Day Out event (or similar) delivered, targeting improved awareness, increase registration, general pet owner education	1 event	Yes	Not applicable	Q1 = 0 Q2 = 0	Average = 0
Modern Service Delivery						
Regulatory Services	Investigations completed within 30 works days	>90%	Yes	Not applicable	Q1 = unavailable Q2 = varies according to complexity	Average = 22 days

Customer requests actioned in less than two working days	>90%	Yes	Not applicable	Q1 = not available Q2 = 83%	Average = 83%
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Community Development

Key Outputs	Measures	Targets	On Time/Target	On Budget	Status Commentary
Engaging our community					
Council partnership and support grants	Number of partnerships supported	10	Yes	Yes	A total of seven youth and community initiative grants have been approved this financial year.
Servicing community needs at reserves	Funding provided to community reserves	Funding agreements established	Yes	Yes	Agreements developed for one year period. Council is in discussion with reserve Committees to identify funding needs and develop future funding agreements.
Good governance					
Grant applications	Grants received by Council acquitted within agreed timeframes	100%	Yes	Yes	All grants acquitted.
Good governance					
Annual Community Grants Program initiatives	Number of community events and programs supported	12	No	Yes	14 applications were received. Within the funding available, the Committee allocated funding to nine successful applicants.
Represent and advocate for the needs of young people in Litchfield	Participation in Palmerston and Rural Youth Services meeting	Maintain an active membership and attend 80% of meetings	Yes	Yes	Active membership maintained. The Community Development Officer attended a meeting in December 2021.
Australia Day Event	Community participation	>300	Yes	Yes	Preparations underway for the 2022 Australia Day event.
Annual Art Exhibition	Level of community participation	>55 entries	Yes	Yes	Nominations are now open to enter the 2022 Art Exhibition.
Tourism and Events Strategy	Current years actions	100%	Yes	Yes	'This is Tourism' video complete and implementation underway.

Finance

Key Outputs	Measures	Targets	On Time/Target	On Budget	Status Commentary
Good Governance					
Annual Budget / Annual Report / Municipal Plan	Compliance with management, statutory and regulatory budgeting and reporting	100%	Yes	Yes	Budget Review 1 in progress, presented to Council on 14 December 2021, tabled for return to 18 January 2022 Ordinary Council Meeting. Annual Report complete.
Monthly and annual financial reporting, including annual audit and forecasting	Unqualified audit	Complete	Yes	Yes	Audit to be presented to RMAC in October and included in Annual Report for Council adoption in November.
	Asset sustainability ratio	>30%	Yes	Yes	Currently 16% with many projects in initiation stage however, expecting to meet target as projects progress throughout the year.
	Current ratio (Liquidity)	>1	Yes	Yes	Currently 10.78 Council is well placed to meet its short-term liabilities as they fall due.
	Debt service ratio	>1	Yes	Yes	Council has no debt.
Long term rating strategy	Own-source revenue ratio increased, to lower Council's dependency on government grants and other funding sources	>60%	Yes	Yes	Currently 51%. This is expected to increase over the year as additional user charges are received.
Investments	Compliance with policy and statutory requirements, reported monthly	100%	Yes	Yes	All investments have been placed in line with Council policy and legislation.

Modern Service Delivery						
Rates and accounts receivable collection	Rates and annual charges outstanding	<18%	Yes	No	The current ratio is 25% in December but is expected to decrease over the following two months as reminder notices are issued and Statutory Charges are applied to prior year outstanding rates.	
Front counter customer service	Customer rating (very good, good, poor, very poor)	Very good	Yes	Not applicable	60% the 2021 Community Survey of participants rated their front counter customer service experience as good or very good. This is an increase of 14% on the 2020 results.	

Information Technology

Key Outputs	Measures	Targets	On Time/Target	On Budget	Status	Commentary
Modern Service Delivery						
Information and communications technology (ICT) managed service contract management	Percentage of Service Desk requests closed against open requests during a period	90%	Yes	Yes	Lodged this quarter Open as of 01/01/2022 Achieved KPI	108 5 97%
Corporate Enterprise Solution (CES) software	CES updated with the latest version (patch) available nationally	No more than 1 Patch behind latest version	Yes	Yes	Council is currently up to date with all patches and this service is monitored by ICT staff through the managed ICT services contractor.	
Information and Communications Technology Improvement Plan	Annual actions completed	100%	No	Yes	17 actions required in FY22	
Information and Communications Technology Audit Actions	Annual actions completed	100%	No	Yes	The Business Continuity Plan is the only action outstanding. A draft Business Continuity Plan of action is currently being progressed by an external expert and a budget is allocated this year for this item.	
Geographical Information System (GIS)	Age of GIS imagery of populated areas	<1 year	Yes	Yes	Imagery last update in November.	
	Age of NTG downloaded data	<1 week	Yes	Yes	Data downloaded weekly.	

Governance and Risk

Key Outputs	Measures	Targets	On Time/Target	On Budget	Status Commentary
Good Governance					
Local Government Act 2019 compliance	Compliance with legislative requirements of the Department of the Chief Minister and Cabinet	100%	Yes	Not applicable	All policies compliant.
Policy framework	Council policies reviewed before due date	>90%	Yes	Not applicable	Policies reviewed before due date.
Elected members support	Breaches of the code of conduct by elected members	0	Yes	Not applicable	No breaches reported.
Modern Service Delivery					
Risk Management Audit Committee	Number of Risk Management Audit Committee (RMAC) meetings held	4	Yes	Yes	1 meeting held this quarter.
Records managements review and improvements	Volume of records held in storage reduced	By 10% from previous year	Yes	Yes	Work has begun to decrease the volume of records held in storage. 11 cartons have been sentenced for destruction.

Library Services

Key Outputs	Measures	Targets	On Time/Target	On Budget	Status Commentary	
Engaging Our Community						
Visitors to the library	Weekly door count	>400	Yes	Not applicable	Q1 = 5814 Q2 = 5611	Average = 453 p w
Promotion of services	Interaction with Library Facebook page	900 likes of Facebook page	Yes	Not applicable	Q1 = 976 Q2 = 1017	Target met
Facebook has recently unexpectedly changed interactions with users. Previously there was the ability to either “like” or “follow” a page. Facebook has removed the “like” option and now the library page only has the “follow” option. The number of followers has always been higher than the “likes”.						
Good Governance						
Shared Service Governance Framework	Governance framework developed	Completed	Yes	Yes	Presented to Council October 2021.	
Modern Service Delivery						
Collection Improvements	Number of Annual Returns	>15,800	Yes	Not applicable	Q1 = 3537 Q2 = 3303	Average = 3469
The current tally for this financial year is 6,938, which is just under target.						
	Age of collection % of collection published in the past five years	>40%	Yes	Yes	Q1 = 47% Q2 = 49%	Average = 48%
The age of the collection is above the standard set by the Australian Library and						

					Information Association (ALIA) of 40%. This has been accomplished through weeding, replacing non-fiction items with more current and relevant resources, and concentrating on new release fiction resources.		
Program delivery	Program participation each year	>3200	Yes	Yes	<table><tr><td>Q1 = 685 (51 programs) Q2 = 634 (46 programs)</td><td>Average = 659</td></tr></table> <p>Attendance is still just under target. School holiday program attendance is down from previous years, as the library has had to design many programs that require bookings of small groups required due to the current COVID-19 pandemic. This trend is expected to continue. Last quarters shut-downs and cancellations of programs has also reduced attendance.</p>	Q1 = 685 (51 programs) Q2 = 634 (46 programs)	Average = 659
Q1 = 685 (51 programs) Q2 = 634 (46 programs)	Average = 659						
Library events	Events delivered	>3	Yes	Yes	<table><tr><td>Q1 = 2 Q2 = 1</td><td>Target met</td></tr></table> <p>In December the library held a special Christmas Storytime at the Humpty Doo Village Green attracting approximately 80 in attendance. It was a community spirited event with local volunteer firefighters bringing Santa on their fire truck, local face painter and balloon animals and the Toy Library attending to promote their services and provide entertainment.</p>	Q1 = 2 Q2 = 1	Target met
Q1 = 2 Q2 = 1	Target met						

Thorak Regional Cemetery

Key Outputs	Measures	Targets	On Time/Target	On Budget	Status Commentary
Good Governance					
Servicing community needs and regulatory obligations by keeping cemetery records and maintaining rights of burial	Compliance with legislative requirements	100%	Yes	Yes	All actions are in line with current legislation.
Monthly reporting to the Thorak Cemetery Board	Meet or exceed operational surplus	100%	Yes	Yes	Year to date income makes up 90% of budgeted total income. This result is largely due to a significant increase in interment pre needs purchases
Modern Service Delivery					
Awareness of cemetery profile and public awareness of Thorak services	Information leaflets distributed	Complete	Yes	Yes	Leaflets get distributed to funeral directors annually.
	Fred's Pass Show Display	Complete	Yes	Yes	Show scheduled for May 2022.
Efficient maintenance of grounds and open spaces, including improved mowing, planting, weeding and irrigation regimes	Service level rating from annual community survey	>60%	Yes	Yes	The 2021 Community Survey results show Thorak Cemetery's service satisfaction was rated 94%.

PROGRESS / PROJECT TIMELINE – NEW INITIATIVES

	Concept / Design
	Planning & Preparation
	Delivery
	Complete

New Initiative Name		Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
1	Climate Action Plan (Climate Adaptation Strategy)												
2	Long Term Traffic Planning												
3	Urban Landscaping Program												
4	WTS Feasibility Study – Swipe Card and Weighbridge												
5	Reduce Waste to Landfill – Rebate Scheme												
6	Stage 1 - Reconciliation Action Plan												
7	Development of a youth strategy and action plan												



COUNCIL REPORT

Agenda Item Number:	14.02.02
Report Title:	Howard Park and Knuckey Lagoon Recreation Reserves Committee Minutes
Author:	Nicky McMaster, Manager Communications and Engagement
Recommending Officer:	Daniel Fletcher, Chief Executive Officer
Meeting Date:	18/01/2022
Attachments:	A: Knuckey Lagoon Committee Minutes 09122021 Unconfirmed B: Howard Park Committee Minutes 06122021 Unconfirmed

Executive Summary

The purpose of this report is to provide the minutes of the Howard Park Recreation Reserve and Knuckey Lagoon Recreation Reserve Committee meetings.

Recommendation

THAT Council receive and note:

1. the unconfirmed Knuckey Lagoon Committee Minutes of 9 December 2021, at Attachment A; and
2. the unconfirmed Howard Park Committee Minutes of 6 December 2021, at Attachment B.

Background

In accordance with Section 101(4) of the Local Government Act 2019, the minutes for meetings of Council committees are required to be tabled at the following Council meeting. There are no recommendations requiring Council decisions arising from either Committee's minutes.

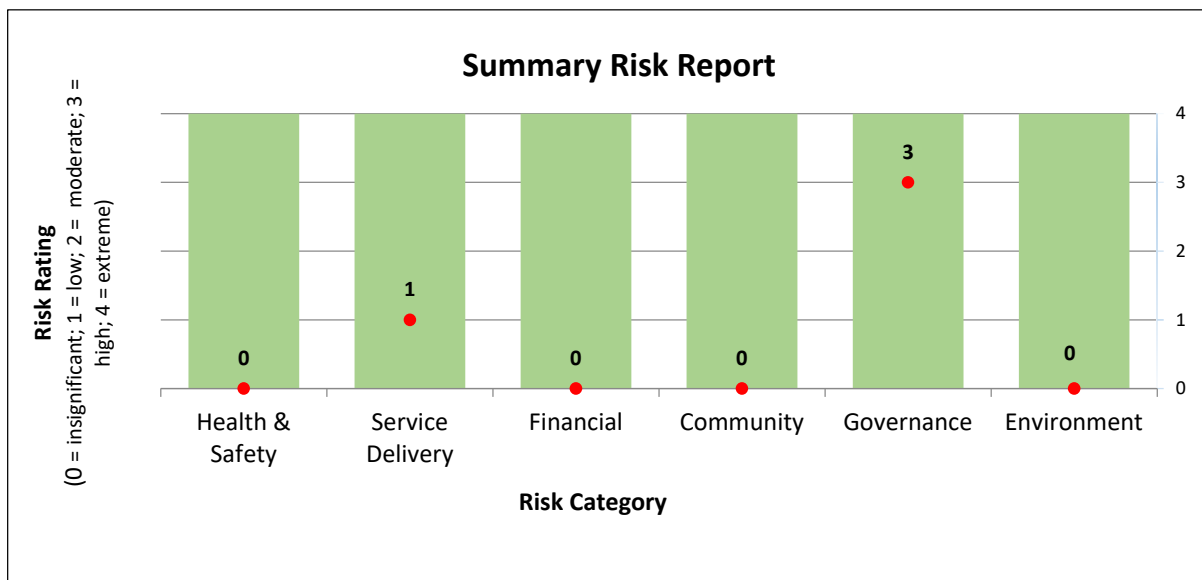
Links with Strategic Plan

A Well-Run Council - Good Governance

Legislative and Policy Implications

Compliance with the Local Government Act 2019.

Risks



Service Delivery

Failure to comply with Council's regulatory obligations could negatively impact on the Council's reputation.

Governance

Failure to provide committee meeting minutes to Council and making them available to the public via Council's website, would place Council's commitment to regulatory compliance at risk.

Community Engagement

Reserve committees, such as Knuckey Lagoon and Howard Park Recreation Reserve committees, provide Council with regular opportunities to engage with the community for the betterment of Councils reserves.



Knuckey Lagoon Reserve Committee Meeting

MINUTES **Thursday 9/12/2021**

Meeting held commencing 5:30pm at Knuckey Lagoon,
110 Brandt Road, Knuckey Lagoon.



Knuckey Lagoon Reserve Committee Meeting

**Meeting held at Knuckey Lagoon Reserve
on Thursday, 9 December 2021 at 5:30pm**

1 Opening of Meeting

5:37 pm

The meeting commenced with an official opening of the new storage shed.

2 Attendees

Rachael Wright	Litchfield Council North Ward Councillor (Chair)
Cate-Linne Fraser	Berimah Scouts
Peter Clee	Darwin Amateur Radio Club (absent)
Tove Tagell	Running Club / Knuckey Lagoon Resident
Russ Swan	Top End Gem & Mineral Club (absent)
Lorna Blake	Resident (observer)
Nicky McMaster	Litchfield Council Manager Communications and Engagement
Sarah Thomas	Litchfield Council Reserves and Community Programs Officer
Mathew Salter	Litchfield Council Deputy Mayor (observer)

3 Apologies and Leave of Absence

Saramat 'Tou' Ruchkaew NT Thai Association

4 Disclosures of Interest

The Chair advised that any member of the Committee who may have a conflict of interest, or a possible conflict of interest regarding any item of business to be discussed at the Committee meeting should declare the conflict of interest to enable the Committee to manage the conflict in accordance with its obligations under the Local Government Act.

Nil

5 Confirmation of Minutes

That the Committee confirm the minutes of the Meeting held on 21 October 2021

Moved: Cate-Linne Fraser

6 Business Arising from the Minutes

Meeting Date	Action	Action By	Notes	Status
4/10/2019	Storage Shed	Council	Community Development Program Leader to check Jess's email from Tove last year re: electrical quotes.	In Progress
			Slab development email Manager Infrastructure and Assets request to install extra conduits in slab for cabling for future development.	
			Community Development Program Leader to email group revised Shed estimated time of installation/completion date by 5 August 2021.	Shed Complete
21/10/2021			Shed design information emailed to committee.	
			Russ – Official complaint regarding the change of location from original plan. Russ emailed his preference and feels it was ignored. Russ would like to suggest enclosing a small area under cover of the main building.	Ongoing
			Future project electricity and path – possible CBF grant.	Council investigating
			Roller doors don't close properly – warranty.	Ongoing
			Trees pushed back from back of shed and crushed rock.	

Meeting Date	Action	Action By	Notes	Status
21/10/2021			<p>Council advised that the tree budgets are individual across all reserves. They are for Council's Cemetery and Parks Program Leader to conduct audits and maintenance on trees. The funds are not available for the committee.</p> <p>Scouts advised near the flagpole that there are trees that are impacting on their activities.</p> <p>Committee content with the new budget format.</p>	Council to investigate
9/12/2021			<p>Council to review the trees at the flagpole again.</p>	
8/7/2021	Thai Association NTG Multicultural Funding & Lease commitments	Chair / Secretary	<p>KLRR Chair to write letter of support for longer lease.</p>	Ongoing
21/10/2021			<p>Tou to provide info to Community Development Program Leader to assist in development of draft letter for Chairs approval and signature.</p> <p>Council will investigate lease terms if any and work with the Chair to develop a letter of support for a longer lease to assist when applying for grant funding.</p>	
9/12/2021			<p>Council confirmed that there are no leases, just long-term user agreements.</p> <p>Council will work with user groups to develop an</p>	

Meeting Date	Action	Action By	Notes	Status
			appropriate letter of support.	item from the action list.
8/7/2021	Power Board Panel Labelling	Council	Community Development Program Leader to discuss with Manager Infrastructure and Assets. Council to contact contractor to rectify the issue.	In Progress
21/10/2021			Kate-Linne advised the labels aren't correct. Council to investigate.	Ongoing
9/12/2021			Complete.	It was agreed to remove this item from the action list.
8/7/2021	Trip hazard between shade area and undercover area	Council	Community Development Program Leader to provide photo to Manager Infrastructure and Assets to follow up and provide advice to rectify and smooth out area.	Investigate
21/10/2021			Council to follow up urgently.	It was agreed to remove this item from the action list.
9/12/2021			Complete.	
21/10/2021	Income generating ideas	Committee	Members to think about options to generate income and report back to the next meeting.	Ongoing
9/12/2021			Committee had some ideas: Appropriate dates for activities.	

Meeting Date	Action	Action By	Notes	Status
			<p>Open day next dry.</p> <p>Possible wedding ceremonies – promotional flyer – Council to investigate.</p> <p>Markets - Malak</p> <p>Christmas party for the community.</p> <p>Holiday program.</p>	
21/10/2021	Entrance signs	Council	<p>Investigate the individual signs that were agreed to be on the entrance sign.</p> <p>Look at options to update the entrance, grass etc.</p> <p>Signs on the main roads for the recreation reserve – contact NTG on approval for these.</p>	
9/12/2021			<p>User group signs – Council to investigate preferred standard and report back.</p>	
21/12/2021	Gutters cleaned before the wet	Council	<p>Council to arrange for this to occur.</p>	Ongoing
9/12/2021			<p>Complete.</p>	It was agreed to remove this item from the action list.
9/12/2021	Airconditioning	Council	<p>Aircon was struck by lightning, Council investigating and organising replacement.</p>	Ongoing

7 General Business

7.1 Monthly Finance Report – monthly finance report presented and discussed.

7.2 Change the official meeting start time to 5.45pm – Discussed and agreed.

8 Next Meeting

Next meeting Thursday 3 February 2022 at 5:45pm Knuckey Lagoon Recreation Reserve.

9 Close of Meeting

The Chair closed the meeting at 6:16 pm



Howard Park Recreation Reserve Management Committee Meeting

MINUTES **Monday 6/12/2021**

Meeting held commencing 5:15pm
at Howard Hall, Howard Park Recreation Reserve
325 Whitewood Road, Howard Springs

Nicky McMaster, Manager Communications and Engagement



Howard Park Reserve Committee Meeting

**Meeting at Howard Hall, Howard Park Reserve
on Monday, 6 December 2021 at 5:15pm**

1 Opening of Meeting

05:34 pm

2 Attendees

Mathew Salter	Litchfield Council North Ward Councillor (Chair)
Gerry Wood	Resident
Maxine Way	Howard Springs Volunteer Fire Brigade
Gerard Rosse	Resident (absent)
Nicky McMaster	Litchfield Council Manager Communications and Engagement
Sarah Thomas	Litchfield Council Reserves and Community Program Officer

3 Apologies and Leave of Absence

Gerard Maley	Resident, Member for Nelson
Fletcher Austin	Resident

4 Acknowledgement of traditional ownership

The Chair acknowledged the traditional custodians of this land on which we met. The Chair also paid our respects to the Elders past, present and future for their continuing custodianship of the land and the children of this land across generations.

5 Disclosures of Interest

The Chair advised that any member of the Committee who may have a conflict of interest, or a possible conflict of interest regarding any item of business to be discussed at the Committee meeting should declare the conflict of interest to enable the Committee to manage the conflict in accordance with its obligations under the Local Government Act.

Nil

6 Confirmation of Minutes

That the Committee confirm the minutes of the meeting held on Monday 18 October 2021

Moved: Maxine Way

Seconded: Gerry Wood

7 Business Arising from the Minutes

That the Committee receives and notes the Action List.

Meeting Date	Action	Responsible	Notes	Status
11/4/2017 18/10/2021 06/12/2021	Leases – NTPFES and Scouts	Council Maxine Gerry	Leases provided and requiring signatures. Following up. Maxine to follow up with NTPFES - Maxine has passed the leases on, and they are awaiting further advice Gerry to follow up with Scouts - Gerry has passed it on, and they are awaiting further advise from the head office	Ongoing Gerry and Maxine to follow up.
18/10/2021 06/12/2021	Source BBQ options and suitable location	Council	See if there are other groups that use the Reserve would be interested in applying for a grant. Rotary knocked back on their grant application. No application received – remove from action list until another option is available.	Ongoing It was agreed to remove this item from the action list until such time as there are funding opportunities available.

Meeting Date	Action	Responsible	Notes	Status
17/6/2021	Pedestrian Access to Reserve	Council and Committee members	Gerard's figures from ADG on costs for walkway. Plans provided and discussed. Plans not correct – Rodney to assess. Council to determine whether funding is available for this project.	Ongoing
18/10/2021			Invite Rodney to the next meeting to walk through the planned proposal and obtain feedback. Rodney to investigate options, plans and estimates of costs and report back to the next meeting if possible.	
06/12/2021			Rodney has been in discussion with contractor who is currently preparing designs for the Committee to view. Possibility of upcoming grant funding.	
10/04/2021	NT Cricket – Gerry Wood prices on cricket nets. 3.6m high (27m)	Gerry Wood	CDPL see Council's support in principal for the updated nets based on Committee obtaining full funding.	Ongoing
18/10/2021			Gerry to draft grant application for new nets. Gerry met with Council and Darren from NT Cricket. Darren requested an extra metre on nets for lefthanded batsman. Darren advised on grass roots funds available for up to \$10,000 in funding. However, this grant needs to be through a club. Gerry spoke with Alison for Southern Districts to apply. Gerry to report back to the next meeting. Letter of support from Council November 30 grants, must be expended by March 2022.	

8 General Business

8.1 Deputy Mayor thanked everyone for their help for this year and wished everyone a Merry Christmas.

8.2 Gerry mentioned about the sunken bitumen on Whitewood Road near the lagoon.

8.3 Monthly Finance Report – presented and discussed.

9 Other Business

Gerry Wood has advised that as per normal, he will fertilise the trees when the rain comes in consistently.

10 Next Meeting

Monday 7 February 2022 at 5:15pm Howard Hall, Howard Park Recreation Reserve.

11 Close of Meeting

06:02 pm



COUNCIL REPORT

Agenda Item Number:	14.02.03
Report Title:	Draft Community Engagement Strategy and Action Plan 2022-2025
Author:	Nicky McMaster, Manager Communications and Engagement
Recommending Officer:	Daniel Fletcher, Chief Executive Officer
Meeting Date:	18/01/2022
Attachments:	A : Draft Community Engagement Strategy and Action Plan 2022-2025

Executive Summary

To present to Council highlights of the 2018-2021 Community Engagement Strategy Action Plan and the Draft Community Engagement Strategy and Action Plan 2022-2025.

Recommendation

THAT Council approve the Draft Community Engagement Strategy and Action Plan 2022-2025 to be designed and released for public comment.

Background

Council is committed to effective engagement and open and transparent governance.

To achieve success, we need to have a proactive, positive attitude towards community engagement and provide an open exchange of information between Council and the community.

January 2022 marks the completion of the Community Engagement Strategy Action Plan 2018-2021.

Council is committed to measuring community engagement success on an annual basis through identified mediums, such as, Annual Community Survey satisfaction results, participation rate in public consultation of projects and engagement on social media.

The below table highlights some of the major achievements over the past four-year implementation from the 2018-2022 Strategy.

Action	Status	Comments
Develop a consultation brand	Complete 2018 and in budget	The Your Say logo is used when we go out for community consultation.
Improve Council's website	Complete 2020 and in budget	The website was redeveloped and went live July 2020.

Utilise the opportunity of the Annual Report to provide meaningful reporting to our community	Complete and in budget	The Annual Report demonstrates strong accountability and public value for our community.
Train staff in the International Association of Public Participation Community Engagement (IAP2) Essentials framework	Complete in 2018 and in budget	23 staff members were provided with entry level community engagement training to enhance the importance of why, when and how Council engages with the community.
Use IAP2 framework to guide Council's engagement process	Complete and ongoing	Council's community engagement is guided by the standards developed by the IAP2.
Use focus groups to improve decision making	Complete and ongoing	Over the past four years Council has identified opportunities for focus groups to provide valuable community input. Examples include the development of the Waste Management Strategy, Freds Pass Governance Review and the Rating Review.

The Draft Community Engagement Strategy and Action Plan 2022-2025 contains four objectives with achievable and measurable actions.

The Community Engagement Strategy and Action plan is a guide on how Council will engage with the community.

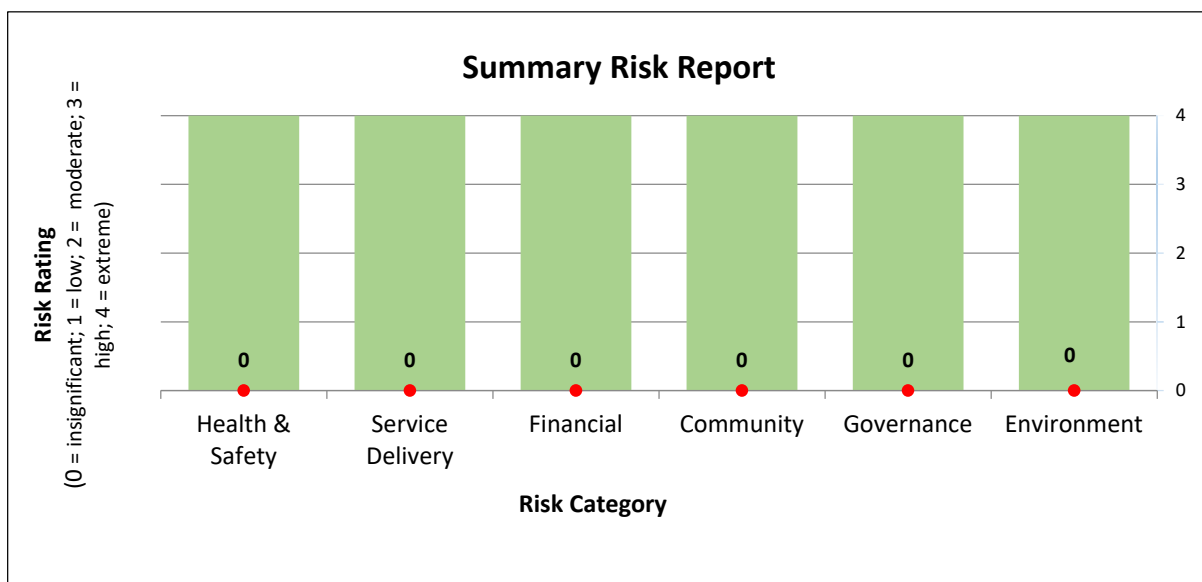
Links with Strategic Plan

A Well-Run Council - Engaging Our Community

Legislative and Policy Implications

COR02 – Community Engagement Policy

Risks



There are no risks identified with the development of a Community Engagement Strategy and Action Plan and the endorsement for public comment. There is however a risk with not having a guide in place for Council to conduct meaningful and transparent community engagement.

Community Engagement

The Draft Community Engagement Strategy and Action Plan 2022-2025 will be open for public comment for a period of three weeks with all comments considered in the development of the final Strategy.



Community Engagement Strategy and Action Plan 2022-2025

LITCHFIELD
COUNCIL



INTRODUCTION

WHAT

The **Litchfield Council Community Engagement Strategy and Action Plan 2022-2025** guides Council on how it will engage with the community and acknowledges Council's commitment to effective engagement and open and transparent governance.

The Strategy will provide a framework to:

- 1 Provide accessible information to ensure the community has the opportunity to contribute to and/or understand the decision-making process.
- 2 Reflects the importance of community feedback and demonstrates how their input has been considered.
- 3 To provide a best practice approach in all community engagement activities.

WHY

Effective, proactive and responsive community engagement develops relationships, increases community confidence in Council, informs decision making and produces informed action. We want Council's community engagement to result in an engaged and connected community contributing to our vision *'the best place to live in the Top End'*.

HOW

Council will plan community engagement activities in a timely and effective manner, accessing the target audience and developing the most appropriate tools and methods of communication to encourage a high level of participation. Council is guided by the engagement principles of the International Association of Public Participation (IAP2).

Develop relationships
Increases community confidence
Informed decision making

COMMUNITY ENGAGEMENT

OBJECTIVES

Council understands that to achieve success we need to have a proactive, positive attitude towards community engagement and provide an open exchange of information between Council and the community.

This Strategy has the following objectives:

- 1 **Commitment to robust and transparent engagement practice** - Develop and foster an environment of trust and confidence that creates and enables a two-way dialogue between the community, stakeholders and Council.
- 2 **Best practice approach in all community engagement activities** - Improved understanding, capacity and skill in community engagement practice.
- 3 **Strengthen mutual understanding of why and how Council will engage** - Encourage ongoing conversation by being a trusted service provider who is listening to the needs of the community and has a willingness to consider and incorporate feedback
- 4 **Provide a voice for all** - Enabling and encouraging community involvement and participation in consultation activities and provide meaningful opportunities for engagement.

Engage
Understand
Listen
Consult

OBJECTIVE 1

Commitment to robust and transparent engagement practices

COMMUNITY ENGAGEMENT ACTION PLAN

Transparency is key to building and maintaining channels of trust between council, stakeholders, and the broader community. Transparency and trust are tightly intertwined concepts. When decision-making processes and reasoning are clearly outlined, explained, observed, and understood, people are better able to trust that a decision was best for the community at the time.

What we will do

- Ensure that information is easily accessible and easy to understand, to encourage community input to the engagement process and the sharing of ideas, as well as gaining a deeper understanding of community and stakeholder needs
- Provide consistent information and updates on Council website and social media for all engagement activities
- Close the feedback loop. Empower the community to engage with Council led consultations by demonstrating how their input has been considered in engagement outcomes and include the next steps for all projects.

OBJECTIVE 2

Best practice approach in all community engagement activities

COMMUNITY ENGAGEMENT ACTION PLAN

What we will do

- Provide resources, training, and guidance to help staff effectively navigate public engagement process and implement the most appropriate method and level of engagement for all projects and consultations.
- Ensure commitment by Councillors and Council staff (including external contractors and consultants) to engage with the community in a meaningful, appropriate and genuine way about decisions that may impact the community
- Provide ongoing review and evaluation of current methods and consider ways to improve existing activities.

Key Actions

Action	Success Measure	Outcome
Ongoing commitment to keep community members informed and updated through the website and social media	Increased opportunity to contribute to and/or understand the decision-making process. Continued social media engagement for all consultations and community communications. Council website is easy to navigate and information is easy to find and access	Ongoing conversation and community moderation on council social media Council website provides a 'one stop shop' that is home to all engagement activities and support material and provides
Unpack complex concepts and processes	Complex information is presented in an easy to understand format that encourages input to deliver community led outcomes	A more engaged community and a greater sharing of ideas that provides a deeper understanding of community and stakeholder needs
Ongoing review and evaluation of the Council's website and social media activity	Develop and implement mechanism for tracking and monitoring site traffic.	Increased traffic to the Council website and constructive dialogue on social media.
Close the feedback loop	Ability to demonstrate to the community how their participation and input has helped inform and guide consultation outcomes	Provide an evidence base of the robustness of Councils engagement processes
Utilise the opportunity of the Annual Report to reflect on engagement outcomes	Provide meaningful reporting on consultation and engagement outcomes to the community	Transparency around engagement processes and outcomes.

Key Actions

Action	Success Measure	Outcome
Provide ongoing staff training. Including key staff completing International Association of Public Participation (IAP2) Advanced Certificate in Engagement. E.g. online training and webinars.	Staff attendance and participation in training and engagement opportunities Number of training sessions offered/ Level of training requested. Level of engagement from the community at Council led consultations	Staff will have the knowledge, skills and confidence to undertake effective community engagement activities. An engaged community that actively participates in consultation activities.
Undertake a review of community engagement activities to ensure the tools, tactics and technologies used still meets the needs of the organisation and the community.	Feedback from consultation surveys, community members, Councillors and staff, including comments about the delivery, content and effectiveness of the engagement activities. LGA compliance recommendations implemented.	Understanding of which areas of community engagement need improvement and how/where to implement change Increased understanding of community, staff and management expectations of community engagement.

OBJECTIVE 3

Strengthen mutual understanding of why and how Council will engage

COMMUNITY ENGAGEMENT ACTION PLAN

By effectively communicating the methods of council’s community engagement practices, the community will have a clear understanding of how they can participate, and the outcomes being sought. Council assumes the role of a trusted service provider who is listening to the needs of the community and has a willingness to receive and respond to feedback.

What we will do

- Provide ongoing communication to the community through different platforms to convey the importance of community engagement and why Council encourages participation in community engagement activities.
- Clearly communicate engagement processes and outcomes, identify limitations and Council’s capacity to deliver within the legislative frameworks that it operates within.
- Develop a level of trust with our community and stakeholders to foster robust and constructive participation in consultation activities.
- Actively engage decision makers including Councillors and key stakeholders to assist with the promotion and advocacy of community engagement and establish the community’s confidence in the process.
- Provide an accessible combination of face to face and online community engagement opportunities to help support and raise awareness of Council initiatives and community engagement activities and ensure accessibility by all community members

Key Actions

Action	Success Measure	Outcome
Utilise Council’s social media channels Develop a series of videos, posts and or/ interactive tools that explain how the community can provide feedback and why it is important.	Post engagement including; Number of views per video. Likes and shares. Website or link clicks.	Increased understanding and knowledge of the value of community involvement in Council initiatives.
Foster and encourage two-way communication and engagement on Council social media channels	High levels of engagement (likes, comments, shares, reach) on Council’s social media	Constructive community participation that captures diverse community views and feedback Council Facebook becomes a useful community resource and information source
Build relationships with key stakeholders in Litchfield (Community Groups, MLAs, Peak Bodies, Local Business, Industry Associations)	Key stakeholder support and advocacy to promote awareness and engagement in consultations.	Increased understanding of community engagement and how to support / be involved Increased reach and participation from all areas of the community
Foster a positive relationship with the media including; Generate regular and consistent media releases Incorporate media strategies into project communication plans	Increase in good news stories/ positive coverage. Breadth and reach of coverage. Follow up stories.	Establish positive reputation and influence amongst community members. Increase community buy in and engagement.

OBJECTIVE 4

Provide a voice for all

COMMUNITY ENGAGEMENT ACTION PLAN

Community engagement practices must accommodate for all lifestyles of the community, and ensure every voice is provided an opportunity to be heard. Acknowledging accessibility barriers and considering requirements for participation are vital for enabling and encouraging community involvement.

What we will do

- Utilise online communication techniques, complementing traditional engagement methods to actively encourage participation amongst Council’s diverse communities.
- Reduce barriers to participation, co-create engagement opportunities with the community and establish processes and systems which will encourage feedback and community involvement.
- Ensure all community engagement activities and consultations are open for a minimum of three weeks. Allowing sufficient time for all members of the community to participate in engagement activities, taking into consideration the impact of public holidays and school holidays.
- Acknowledge accessibility barriers and consider requirements when selecting engagement activities, communication channels, tools and physical venues.
- Ensure there is a variety of different engagement tools available to community members including online, face to face, anonymous submissions etc. to provide input and feedback to Council.
- Work collaboratively with local community groups, community committees and key stakeholders to improve and develop new community engagement methods and activities to increase participation in Council’s community engagement initiatives.

Key Actions

Action	Success Measure	Outcome
Provide adequate time for consultation activities	Aim for three weeks for all consultations, unless legislation requirements restrict this time frame.	Community has sufficient time to be made aware of consultation activities and provided time to respond
Provide accessible engagement opportunities.	Diverse mechanisms for engagement are included in all consultations (eg face to face activities on different days/times/ locations and online includes social media, online surveys and long form answers)	Increased opportunities for community engagement and feedback
Develop strategies to engage with niche/hard to reach areas of the community	Work with community organisation and NGOs organisations to support access all community members Utilise Community reference Groups to help guide the development of key strategic plans	Increased community engagement amongst typically hard to reach audiences and vulnerable / previously unengaged members of the community
Where possible, pre-schedule community engagement activities throughout the year	Planned schedule of upcoming community engagement activities that don’t overlap with one another and avoid key events and public holidays	Reduction of ‘engagement fatigue’ in the community



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COUNCIL REPORT

Agenda Item Number:	14.02.04
Report Title:	Draft Social Media Activation Strategy and Action Plan 2022-2025
Author:	Nicky McMaster, Manager Communications and Engagement
Recommending Officer:	Daniel Fletcher, Chief Executive Officer
Meeting Date:	18/01/2022
Attachments:	A : Draft Social Media Activation Strategy and Action Plan 2022-2025

Executive Summary

To present to Council the Draft Social Media Activation Strategy and Action Plan 2022-2025.

Recommendation

THAT Council approve the Draft Social Media Activation Strategy and Action Plan 2022-2025.

Background

Litchfield Council plays an important role in shaping the future of the region. Council provides many services to more than 25,000 residents living in urban and rural communities across an area of more than 3,100km².

Good communication and engagement will improve service delivery and help inform, empower, and connect our community.

The past four Annual Community Surveys, we have heard people want more communication and better engagement with Council for better community outcomes.

Council is committed to open and transparent relationships and communication between Council and our community.

The Draft Social Media Activation Strategy identifies actions to show how we will continuously improve our communication and identity in the community.

Links with Strategic Plan

A Well-Run Council - Engaging Our Community

Legislative and Policy Implications

COR01 - Media Policy

COR02 - Community Engagement Policy

Risks



There are no risks identified with the development and implementation of a Social Media Activation Strategy and Action Plan.

Community Engagement

The Draft Social Media Activation Strategy and Action Plan 2022-2025 guides the way Council communicates and engages with the community. Community engagement is not required for this Strategy due to its boundaries in implementation and will not be sought in this instance.

Draft Social Media Activation Strategy and Action Plan 2022-2025

(Page 1 – title page)

(Page 2 – who what where why when how)

Introduction

What – The Litchfield Council Social Media Activation Strategy 2022 – 2025 guides Council on how it communicates through social media around high value topics. Communication and engagement with the community through social media aims to:

- Inform the community of Council's actions and activities
- Promote Council events, and community activities
- Demonstrate the Council's relationships with community organisations
- Provide a platform where the community can communicate with the Council on issues that are of concern to them.

Why – It is important for Council to engage with the community in a timely manner, to create awareness, inform and strengthen the community and encourage the use of services and facilities. It is essential that the community have a consistent, accurate and reliable single source of truth for Litchfield Council related topics.

How – The implementation of the Social Media Activation Strategy and Action Plan will be guided through the development of a content framework, calendar of annual events and sound key messaging using clear and relatable language.

Objectives

Council is committed to open and transparent regular communications with our community. The community rely on Council's communications to be kept informed and abreast of Council decisions, services and activities.

This Strategy has the following objectives:

1. Increased awareness of Council's services, facilities and activities
2. Strengthened reputation through transparent and open communications
3. Enhanced Council presence in the community through regular interaction
4. Delivery of community service announcements that are timely

Priorities

Through the Social Media Activation Strategy and Action Plan, Litchfield Council will continue to enhance communications and improve social media presence to encourage community participation and build reputation in the community.

Social Media Activation Action Plan

(Page 3 and 4 – Action Plan)

Community Need	Definition	How we achieve it	Content Strategy

Collaboration and inclusion	A large part of community development revolves around two major values: group inclusion and collaboration.	Collaboration and inclusion – Sharing positive stories of people within the community. Share our passion for the community.	Community heroes Positive community contributions i.e., the projects that people are using the community grants for
Meaningful participation and change	It's essential to understand that your participation is needed for a greater purpose. Your contributions have significant meaning and value as you move your community towards change.	Use the platform to ask for feedback and opinion.	Tell the community about changes that are happening, so they feel a part of the process E.g., if you're fixing potholes, ask the community to nominate any dangerous potholes they know of "Have your say on how Litchfield can be more green/sustainable"
Respect	Respect for your community and others is so important in this process. Without it, the change that's needed will not be possible. Focusing on solidarity and being respectful of others is a large part of the process.	Share stories of people within your community, activities that the community is proud of.	Legends of Litchfield/Citizen of the Year End of year school concerts - proud of Litchfield community and children When Litchfield residents are given Australians are Australian citizenship Litchfield Art Exhibition Volunteer fireies keeping the community safe
Strength-based assets	A goal of community development is to strengthen the overall strength of the community and its	Share the development of physical assets that display the community growing	Development of Mira Square Rec Reserve - Show families enjoying the space

	residents.	and prospering.	New playgrounds Mango farms flourishing in the wet season
Integrity	No good work can be accomplished without integrity. We need honest, dutiful people who value their community and actively seek out positive change for everyone.	Share Council activities, be open and transparent around processes.	Explain what services/projects rates are being used for Livestream Council meetings for transparency Meet your new council
Hope	There's no more important quality for community development than hope. Change starts with individuals, then it grows as we work together with hope for a better, more fruitful future.	Share future plans and visions	Tell the community about projects that are going to improve the lives of Litchfield residents: <ul style="list-style-type: none"> • \$200k project to build new bike paths • Events i.e., Aust Day event - celebrate everything that's great about Litchfield • Show the community collaborating and helping one another



COUNCIL REPORT

Agenda Item Number:	14.02.05
Report Title:	Report from Library Shared Services Model Consultancy
Author:	Diana Leeder, Executive Manager Community Inclusion
Recommending Officer:	Daniel Fletcher, Chief Executive Officer
Meeting Date:	16/11/2021
Attachments:	A : Litchfield Council Public Library Services Business Case consultancy report from the Atria Group

Executive Summary

This paper provides Council with a copy of the consultancy report by Atria Group on a possible shared library services model (Attachment A). Litchfield and City of Palmerston received a Special Purpose Grant in 2019, when Council took over the library service from the Northern Territory Government, to explore a model for a shared public library service and the relocation of the Litchfield public library from Taminmin College to a more accessible site.

The paper is in line with advice to the October Strategic Briefing and Discussion meeting that the CEO will continue to negotiate and investigate the associated costs prior to bringing the final consultancy report and a report on the financial implications to Council. In November Council requested that bringing the report to the Council meeting be delayed, to enable elected members the opportunity to absorb the information provided by the consultants.

The report is now presented in order that Council can consider its implications prior to the 2022/23 budget workshops.

Recommendation

THAT Council:

1. receive and note the Litchfield Council Public Library Services Business case consultancy report from the Atria Group; and
2. agree to the relocation of the library service from Taminmin College to Coolalinga Shopping Centre or an alternative publicly accessible location in the calendar year of 2022, subject to acceptable funding arrangements and community feedback.

Background

The consultancy brief was “to develop a business case and costing for the provision of public library services for the Litchfield Municipality in a new location” and, in addition, the consultants were

asked to identify a governance model that could be applicable to a shared service, library or otherwise, between the two councils.

Atria Group has Darwin based staff with economic and library experience and was selected because of the experience of those with developing similar public library business cases and with public library operations in the Northern Territory.

Prior to the sale of Coolalinga Central, Council had been provided with an attractive non-commercial rent offer to lease premises in the shopping centre for a five to ten year period.

The report's summary of findings is below:

1. The provision of a public library service is a core function for local government. There is an opportunity for Litchfield Council to expand the current library service provision and create a multi-purpose 'Community Connector' space.
2. That the current library service at Taminmin School:
 - Performs as well as possible considering the barriers.
 - The existing fee for service arrangement with the City of Palmerston is not providing either party with value in its current form and will finish 31st December 2021.
 - Litchfield Council will need to take an increased role in library service delivery.
 - Previously identified barriers at the existing site were verified and consequently a new site is required.
 - There will need to be a consensus on these items between Litchfield Council, City of Palmerston and Libraries and Archives NT (NT Government).
3. The Library Needs Study 2017, demographic and economic data were consistent and confirmed by this Consultancy.
4. Litchfield Council has an appetite to move the library to extend current services, establish a community connector space and drive economic growth.
5. The best location is Coolalinga Precinct, with the preferred site at the Shopping Centre. This location aligns to industry best practices with public transport, proximity to the majority of the population, established foot traffic and lack of competing options.
6. Coolalinga Precinct would be an ideal option for a Litchfield Council stand-alone service model.
7. The Coolalinga location is on the boundary of Litchfield and City of Palmerston areas presenting a new opportunity to benefit both Councils. A shared services model could drive shared financial value and community impact.
8. Litchfield Council and City of Palmerston require a refreshed conversation to explore a shared services model.
 - At this point, a shared service commitment from either party has not been established.
 - City of Palmerston requires a compelling case to consider a shared service model.
 - This report should be used to explore a shared service covering strategy, governance and financial models.
9. The relocation to the identified Coolalinga site is seen as a medium-term project (5-15 years). It is informed by Council demographic data and strategic planning that has identified the potential development of a purpose-built Council Headquarters, with an integrated community centre and library at Humpty Doo. Particularly given the anticipated continuing growth along Palmerston's border with Litchfield and the development of Holtze and

Kowandj, the Coolalinga site could be continued as a satellite library service and community connector at this point.

The presentation of this report requires a decision to confirm the way forward. The report presents three options listed below in order of priority

1. Progress a stand-alone Litchfield Council Library at Coolalinga

A stand-alone Litchfield Council service model would provide great benefit to its residents, local business and to Council

Comment: This option gives Litchfield Council sole control of governance and branding of the service.

2. Negotiate a shared service library with the City of Palmerston at Coolalinga

The findings determine the potential for a shared service model that would provide value for money benefit to all parties. It would require negotiation between the parties as at this point a commitment has not been achieved

Comment: City of Palmerston administration no longer considers this a viable option or priority for Palmerston and there is no appetite for progressing this option.

3. Do Nothing

Remaining at the current site with the current fee for service should not continue, with both Councils indicating an intent to withdraw from this arrangement.

Comment: This option is not viable for the community or the college. The fee for service arrangement with City of Palmerston has not been extended and Council has now recruited its own library staff and commenced management of the library on 1 January, 2022. The college increasingly requires the space for classes making it difficult for members of the public to fully utilise the library during the school semesters. Library staff have no authority over school classes or teachers when their use of the library space conflicts with the needs of a public library. There is inadequate parking for library users.

The financial assumptions used in the report are in part commercial in confidence and in part reflect assumptions on Government assistance not yet discussed and have been removed from the attached version of the report.

On Wednesday 29 September Mayor Barden, the CEO and the Executive Manager Community Inclusion met with the new shopping centre owner, Mr Peter Sia and his centre managers. This discussion has been advanced to the stage of a preliminary offer to provide premises at a competitive rental.

Council has recently been advised by the Department of Infrastructure, Planning and Logistics that air conditioning works at the Taminmin library in in mid-year 2022 as part of major air conditioning works scheduled at Taminmin College. These works include replacement of the air conditioning in Block 5 which is the shared school/community library building, the works include removal of the old system, supply and installation of new chilled water air handling systems plus extension of the chilled water pipes to this building.

To facilitate this work in a timely manner the library building will need to be closed for a period of three weeks, during this period there will be no air conditioning to this building. To coordinate with Taminmin College this work will be carried out during the mid-year break from 24 June 2022 to 17 July 2022. No access by staff, students or the public will be available during this time.

This provides an ideal time for Council to relocate the library if it wishes to do so this year.

Links with Strategic Plan

A Well-Run Council - Modern Service Delivery

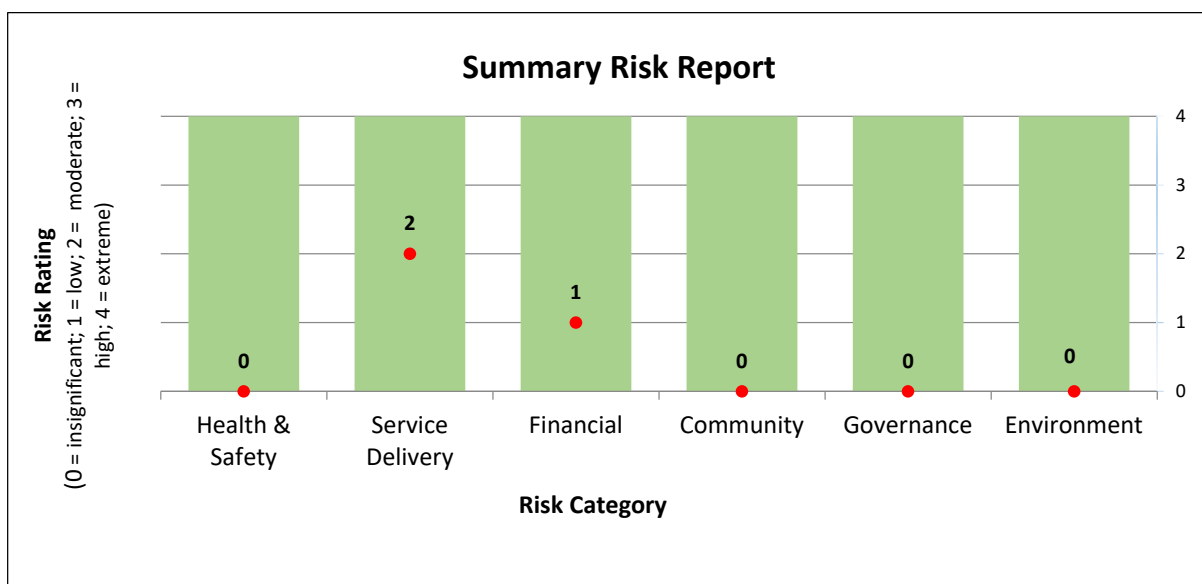
Legislative and Policy Implications

Council's Strategic Plan identifies an advocacy priority: *Promote and support lifelong learning, community connectiveness and childhood development by ensuring that Litchfield residents have access to modern library services.*

The 2021/22 Municipal Plan includes: *the relocation of Council's community library to a location that is more accessible and centrally located will continue to be a priority for us.*

Council's Funding Agreement for Public Library Services with the Northern Territory Government requires Council to *"Provide a suitable physical facility that meets community requirements."*

Risks



Financial

The financial modelling for each of the models in the consultancy report is not exact and includes possible co-location of some customer service functions/staff and the possibility of additional for co-location of a tourist information office or similar activity. No work has been done on these aspects to date.

Council's current funding agreement with the NT Government is for \$410,046 per annum until 30 June, 2023, however this amount is reduced each year by the application of an efficiency dividend, making the current year amount \$404,626 and the 2022/23 allocation \$401,692. The adopted Council budget this year includes approved carried over unexpended operational grant funds, indicating an ability to meet some of the increased costs associated with relocation from within the library budget.

Additional on-off costs will be incurred to relocate the library and recurring costs for rent. Possible additional funding sources to assist with this will be presented during the budget workshops.

Governance

The risks involved in an investigation of relocation options and costs are low however negotiations commence in 2022/23 for the next multi-year funding agreement with the Northern Territory Government. Council has been advised that there is a requirement for Council to be contributing own source revenue to the ongoing cost of operating a library service that complies with the standards identified in the operational grant funding agreement.

Not proceeding with a proactive approach to improving accessibility to library services will generate compliance, service delivery and community risks.

Community Engagement

Once Council makes a firm commitment to relocation of the library public consultation would be appropriate.

LITCHFIELD COUNCIL

Public Library Service Business Case

October 2021



FOREWORD

Atria Group Pty Ltd with Mach2 Consulting was engaged to lead a consultancy on behalf of Litchfield Council. This consultancy was delivered alongside Council staff and stakeholders whose genuine contribution was valued.

This plan is only the beginning. We trust you share our energy over the following pages.

We acknowledge the Traditional Owners of the land and waterways on which we work.

We pay our respects to Elders past, present and emerging.



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EXECUTIVE SUMMARY

Around the world and locally, the role of libraries is constantly changing. The advent of the digital era has changed the way people choose to access its products and services for business, learning and pleasure. Yet, at the same time, the role of public library as a physical place to go in the community is at its core.

Litchfield Council provides existing library services on a joint school and community use shared space at Taminmin High School. City of Palmerston provides the service delivery for the Taminmin Community Library under a fee-for-service agreement.

A Litchfield library drives programs and services strategically aligned to community need and the Litchfield Council Annual Report library services goal of:

“Provision of public library services promoting life-long learning, community connectedness, and childhood development through collection development, program delivery and promotion of services.”

The Taminmin Community Library provides community space, resource and book lending, plus a range of community programs, amenities and services. The existing library service offers a range of successful programs along with a modern and relevant collection.

However, this Report validates previous consultancies highlighting the need for relocation to deliver a public library service that better meets community needs. The co-location on school grounds presents several challenges, including visibility, accessibility due to parking and public transport, the lack of a stand-alone entrance and hesitancy from some residents to engage directly with students. The existing space does not have the scope to accommodate the expansion of services, technology and programs required to support broader community outcomes. Furthermore, the current library does not reflect the contemporary character and identity of Litchfield and its community.

Improving the value of Litchfield Council's public library investment is an agreed priority within the 2021-22 Municipal Plan:

‘Economic drive through improved library services.’

This report will assist Litchfield Council and stakeholders to understand the options for public library service provision in the region to deliver on identified needs, indicative costs and expected community outcomes. It will assist Council and stakeholders to engage in conversation on the next steps for the public library investment.

Need: The Taminmin Public Library does not cater adequately to all Litchfield residents due to space and access restrictions. There is a need to increase social benefits from a community space and economic benefit to the local community.

Description: The relocation (10 to 15 years) of the public library service to a Coolalinga commercial area through a lease agreement.

Outcome: Improved public library service offering that meets the needs of a growing community, establishing a multi-purpose ‘Community Connector’ space, improved ability to address social cohesion needs such as youth engagement, increased foot traffic for local traders and a value for money investment.



The Consultancy undertook a three-stage process of:



Stakeholder consultation Litchfield Council Elected Members, Executive & Library members; City of Palmerston Executive & Library staff; and Libraries and Archives NT (NT Government)



Validation of existing needs reports, strategies, data and demographic trends



Consultancy report: Findings, recommendations, governance and financial options

SUMMARY OF FINDINGS

1. The provision of a public library service is a core function for local governments. There is an opportunity for Litchfield Council to expand the current library service provision and create a multi-purpose 'Community Connector' space.
2. That the current library service at Taminmin School:
 - Performs as well as possible considering the barriers
 - The existing fee for service arrangement with the City of Palmerston is not providing either party with value in its current form and will finish 31st December, 2021
 - Litchfield Council will need to take an increased role in Library service delivery
 - Previously identified barriers at the current location were verified and consequently, a new site is required
 - There will need to be a consensus on these items between Litchfield Council, City of Palmerston and Libraries and Archives NT (NT Government)
3. The Library Needs Study 2017, demographic and economic data were consistent and confirmed by this Consultancy.
4. Litchfield Council has an appetite to move the library to extend current services, establish a community connector space, and drive economic growth.
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6. Coolalinga Precinct would be an ideal option for a Litchfield Council stand-alone service model.
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 - City of Palmerston requires a compelling case to consider a shared service model
 - This Report should be utilised to explore a shared service covering strategy, governance and financial models
9. The relocation to the identified Coolalinga site is seen as a medium-term project (5-15 years). It is informed by council demographic data and strategic planning that has identified the potential development of a purpose built Council Headquarters, with an integrated community centre and library, at Humpty Doo. Particularly given the anticipated continuing growth along Palmerston's border with Litchfield, and the development of Holtze and Kowandi, the Coolalinga site could be continued as a satellite library service and community connector at this point.

COMPARATIVE SUMMARY OF OPTIONS

Based on these findings, this consultancy presents three options for consideration: a stand alone Litchfield Council model at Coolalinga, a shared service model with City of Palmerston at Coolalinga and a stand alone Litchfield Council model at Taminmin School.

	Standalone Management	Shared Service Model	Do nothing
Library	✓	✓	✓
Multipurpose including Customer Service and Visitor Centre	✓	✓	
Governance	<ul style="list-style-type: none"> Expanded services and programs Co-location of existing council services Transition team required to support capability development and transfer of knowledge Autonomy regarding policy and operational settings and decision making Sole operation and responsibility for service delivery, including management, staffing and governance 	<ul style="list-style-type: none"> Expanded services and programs Co-location of existing council services Transition team required to support capability and transfer of knowledge Establish a Shared Service Agreement Establish a Governance Committee including Litchfield Council, City of Palmerston, NTG Libraries and Tourism Include community and business representation Agreement required for responsibility of service delivery, including management and staffing. Litchfield Council to be controlling/ lead partner 	<ul style="list-style-type: none"> No longer viable due to ceasing of fee-for-service arrangement Transfer operational duties, management and staffing to Litchfield Council Potential gaps in capacity Further negotiation with school re tenancy

	Standalone Management	Shared Service Model	Do nothing
Finance	<ul style="list-style-type: none"> • Relocation costs required • Additional revenue streams, e.g. Tourism NT, hire of spaces • Off-set costs by co-location of existing council services, e.g. customer service • Additional costs required by Litchfield Council, noting existing Public Library Funding Agreement and potential additional revenue streams • Additional expenses • Capital costs line items such as relocation, furniture, shelving, IT, collection and fit out 	<ul style="list-style-type: none"> • Relocation costs required • Additional revenue streams, e.g. Tourism NT, hire of spaces • Off-set costs by co-location of existing council services, e.g. customer service • Cost-sharing basis utilising per-capita formula on Coolalinga Catchment Population • Efficiencies of scale, including purchasing power and access to shared specialist services • Capital costs line items such as relocation, furniture, shelving, IT, collection and fit-out 	<ul style="list-style-type: none"> • Additional expenses relating to staff recruitment, professional development etc
Benefits to Litchfield Council	<ul style="list-style-type: none"> • Better service community needs, enhanced liveability of the region, drive economic and population growth • Off-set costs by co-location of existing internal services • Local Litchfield Council identity/branding • Potential revenue streams from additional services • Ability to address local social needs, such as youth engagement • Autonomy to set strategy and operating policies • Simplicity of management and governance functions 	<ul style="list-style-type: none"> • Better service community needs, enhanced liveability of the region, drive economic and population growth • Off-set costs by co-location of existing internal services • Local Litchfield Council identity/branding • Potential revenue streams from additional services • Ability to collaborate on joint social needs, such as youth engagement • Cost-sharing across councils • Off-set costs by co-location of existing internal services • Strengthened status for grant applications • Benefit from staff capacity and collaboration • Increased member base and use • Efficiencies of scale, including purchasing power and shared specialist services 	<ul style="list-style-type: none"> • Continue to service existing member base • Maintain service provision in Humpty Doo

	Standalone Management	Shared Service Model	Do nothing
Benefits to stakeholders	<ul style="list-style-type: none"> • Case study for retail model public library service • Economic stimulus from increased foot traffic at shopping centre • Tourism NT Hub • Taminmin High School can utilise their space for a 'fit for purpose' school library • Opportunity for meeting places and community spaces • Possibility of unique services offerings to be designed by Council and stakeholders e.g. social or commercial collaborations 	<ul style="list-style-type: none"> • Case study for shared-service/ retail model public library service • Economic stimulus from increased foot traffic at shopping centre • Tourism NT Hub • Taminmin High School utilise their space for a 'fit for purpose' school library • Proximity to Southern Palmerston residents that use Coolalinga as a service hub • Cost-savings from shared-services • Potential customer service hub for City of Palmerston • Efficiency with staffing/recruitment/ professional development • Increased access to specialist services • Opportunities to collaborate to address joint social and economic issues • Opportunity for meeting places and community spaces 	

	Standalone Management	Shared Service Model	Do nothing
Benefits to community	<ul style="list-style-type: none"> • Creation of a 'Community Connector' space, with expanded services and programs • Improved public library service • Improved public accessibility and ability to service broader community needs • Opportunity for meeting places and community spaces • Possibility of unique services offerings to be designed by Council and community groups 	<ul style="list-style-type: none"> • Creation of a 'Community Connector' space, with expanded services and programs • Improved public library service • Improved public access and ability to service broader community needs • Ability to service all residents, not just based on council borders • Cost-sharing across council rate-payers • Collaborative opportunities to address social issues • Opportunity for meeting places and community spaces 	
Challenges	<ul style="list-style-type: none"> • Requires increased funding • Transition to internal management of all strategic and operational functions • Specialised staff capacity • Fewer opportunities for economies of scale • Less purchasing power 	<ul style="list-style-type: none"> • Requires increased funding • Negotiation required with other councils, NTG • Governance implications • Consistent branding implications with multiple stakeholders • Will require transition arrangements • Susceptible to change in personnel (executive and elected members) 	<ul style="list-style-type: none"> • No longer viable due to the ceasing of fee-for-service arrangement with City of Palmerston. • Inability to service community needs, social priorities and stimulate economic growth

DECISION

The presentation of this Report requires a decision to confirm the road map going forward. Please note the following recommendations are in order of priority:

Option 1:
Progress a stand-alone Litchfield Council library at Coolalinga

A stand alone Litchfield Council service model would provide great benefit to its residents, local business and to Council.

Option 2:
Negotiate a shared service library with City of Palmerston at Coolalinga

The findings determine the potential for a shared service model that would provide value for money benefit to all parties. It would require negotiation between the parties as at this point a commitment has not been achieved.

Option 3:
Do nothing

Remaining at the current site with the current fee for service should not continue with both councils indicating an intent to withdraw from this arrangement.

INTRODUCTION

Around the world and locally, the role of libraries is constantly changing. The advent of the digital era has changed the way people choose to access information for business, learning and pleasure. Yet, at the same time, the public library's role as a physical place to go in the community is at its core.

A contemporary library is a welcoming space where people can connect and immerse themselves in diverse experiences that support and inspire. It provides opportunities for residents and visitors at all stages of life.

A library drives programs and services strategically aligned to Litchfield Council objectives informed by community needs. In this instance, it is demonstrated within the Litchfield Council Annual Report library services goal of:

“Provision of public library services promoting life-long learning, community connectedness, and childhood development through collection development, program delivery and promotion of services.”

This Report will assist Litchfield Council and stakeholders to understand the options for public library service provision in the municipality to deliver on the identified need, indicative costs and the expected community outcomes. It will assist Council and stakeholders to engage in conversation on the next steps for public library services in the Litchfield Municipality.

The content is informed by consultation with stakeholders and Councillors, a review of existing needs reports, available data and demographic trends. It considers an existing agreement with City of Palmerston who service the current library, alignment with Council's Strategic Plan and relevant Northern Territory Government services. The Report details solutions to meet the public library service needs of the Litchfield community now and for the next 5-15 years.

A final consideration that has been used as a driver to inform the consultancy recommendations is an agreed priority within the Litchfield Council 2021-22 Municipal Plan:

‘Economic drive through improved library services.’



LIMITATIONS

- This project does not revisit all the previous arguments about whether or not the Litchfield Library should be upgraded and relocated away from Taminmin. For the purposes of this business case, these matters are exhaustively addressed through various reports over recent years and the rationale is well established. This project will address the specific proposal to relocate the Litchfield library to leased space within the Coolalinga Shopping Centre and potentially run it as a collaborative shared service with Palmerston Council and how that would work
- Previous report findings regarding community perspectives were relied upon and also represented in stakeholder engagement. The scope of work did not involve new community insights
- The project engaged with a representative sample of internal and external stakeholders who were available during the engagement phase
- This report provides indicative examples for a financial strategy. This scope of work was not to validate costs and is intended as an example to compare a shared service model vs stand-alone model
- This report provides indicative examples for a governance strategy and requires ongoing conversation to determine specific arrangements
- There is as yet no commitment from either Council for shared service therefore, several assumptions are made in presenting financial and governance options
- Because of the assumptions, the options provided are in no way suggested as the only way forward. This consultancy suggesting the report is used to further negotiation and should change based on those conversations
- Within the shared service model, a population-based model suggests a 72% Litchfield to 28% Palmerston split across financial and governance. This would mean that Litchfield becomes a controlling partner. However, it is noted that City of Palmerston have increased readiness and capability to deliver this service
- The relocation to a multipurpose / community connector space includes additional costs. These costs are estimates only
- Suggested financial efficiencies through co-location of existing staff resources and service offerings such as the involvement of Tourism NT are not endorsed by relevant parties
- Estimates only have been provided



INSIGHTS

PART A) EXISTING FACILITY, SERVICES AND COSTS

EXISTING FACILITY

Litchfield Council operates the existing community library service on a joint school and community use shared space at Taminmin High School. City of Palmerston delivers the Library service under a fee- for-service agreement. Litchfield Council offers free Library facility and services to its residents with about 15% of the population (including local students) currently active members. This represents approximately 15% of total Litchfield residents.

The Taminmin Community Library provides community space, resource and book lending, plus a range of community programs, amenities and services. However, this Report validates the findings of previous consultancies highlighting the need for relocation to deliver a public library service that better meets the contemporary needs of the community. Co-location of the Library on school grounds presents several challenges, including visibility, parking, public transport accessibility, and no stand-alone entrance that means some residents are hesitant to use the library, feeling that they are encroaching on school property and student space. Furthermore, the existing space does not have the scope to accommodate the expansion of services, technology and programs required to support broader community outcomes.

EXISTING SERVICES

"Collections are at the core of a library. They support the library's important roles in facilitating reading for pleasure and lifelong learning, and preservation cultural memory. Library services provide universal and equitable access to comprehensive and diverse collections and services for users of all ages, backgrounds, interests and abilities." ALIA Guidelines, Standards and Outcome Measures for Australian Public Libraries, 2016

Taminmin Community Library offers a curated collection with an emphasis on meeting local population requirements, including Indigenous and multicultural resources. At present, there are approximately 16,000 items in the collection. Of these, roughly 14,000 are owned by the Litchfield Council with the remainder being the property of Taminmin College. Through consultation, this collection is deemed to be largely sufficient for transition to a new facility. The collection is relatively modern and tailored towards the local demographic. The only identified gap is in youth and children's content.

There are a range of services and programs that appear to be supported by the community including a curated library collection comprising books, audiobooks, print, magazines, newspapers, videos, DVDs and music; access to eResources via consortia; the Litchfield local history collection; computers and printing; parent / guardians and bub activities including story-time; children's Lego league; school holiday programs; seniors' activities such as guest speakers; and events e.g. NAIDOC week and National Simultaneous Story Times.

There is an aspiration amongst current library staff to offer an increased range and more regular programs to satisfy all demographics needs and provide a more inclusive service. However, due to the limitations of the existing facility, the current offerings are operating at capacity.

EXISTING COSTS

Based on population Litchfield Council receives operational funding through the NT Government Public Library Funding Agreement, and has not yet relied on support through rates income. The operating budget for the Taminmin Library is approximately \$440,000, with a staffing allocation of 3.1 FTE.

The City of Palmerston operates the current library service delivery. Litchfield Council fund this under a year to year, fee-for-service agreement due to expire on 31st December, 2021. When writing this report, no appetite has been established between councils to extend this arrangement.

PART B) STAKEHOLDER INSIGHTS

The scope provided a list of stakeholders to contribute to developing a new model for public library service in Litchfield Municipality. The stakeholders were provided with a background report and engaged in a face to face conversation:

Organisation	Stakeholder	Consultation topics
Litchfield Council	Executive Team <ul style="list-style-type: none"> Daniel Fletcher, Chief Executive Leon Kruger, GM Infrastructure and Operations Arun Dias, Business Excellence Kylie Hogan, Strategic Projects Ellie Cuthbert, Manager Community Service Diana Leeder, Consultant 	<ul style="list-style-type: none"> Suitability of current service provision, including success and challenges Need for a new facility to meet community needs Opportunities to enhance the contribution to community outcomes, including expanded service provision, economic and social outcomes Connection with broader council and partner strategies Appropriate service level, including potential operational, staffing and service models Budget and funding considerations
Litchfield Council	Elected Members <ul style="list-style-type: none"> Mayor Maree Bredhauer Deputy Mayor Christine Simpson Councillor Kirsty Sayers-Hunt 	
NT Department of Territory Families, Housing and Communities (Library and Archives NT)	<ul style="list-style-type: none"> Patrick Gregory, Senior Director Maeva Masterton, Assistant Director 	
City of Palmerston	Executive and Operational Staff <ul style="list-style-type: none"> Anna Ingram, Executive Manager, Community and Library Services Hayley Arkinstall, Library Supervisor Taminmin Community Library 	

SUMMARY OF CONSULTATION

Verification of the need for a new facility

- Agreement that the current Library was operating as well as possible on the current site
- Validated the need for a new public library facility that better suited the needs of a growing community
- Reinforced the barriers to the current site, including visibility, accessibility due to parking and public transport, stand-alone entrance and hesitancy from some residents to engage directly with students.
- A general consensus that the Coolalinga Precinct was the preferred location, due to availability of public transport, proximity to majority of population, existing traffic and lack of suitable alternative locations
- A general consensus that the proposed tenancy within Coolalinga Central was the preferred location. A question was raised regarding co-location risk at a retail location without the suggestion of an alternative location

Vision for a new Litchfield Public Library, including appropriate service level

Findings from Litchfield Council internal stakeholders (Elected members and Executive Team) identified:

- A vision for a genuine public library that functions as a 'Community Connector' to service Litchfield Municipality with a range of additional services. It would demonstrate Litchfield Council identity, brand and values

- The Executive Team identified opportunities to integrate and co-locate existing services at the proposed Coolalinga site, including customer service and community development functions
- There was support for exploration of co-location of external services, which may also generate additional revenue streams, including City of Palmerston Customer Service, Tourism NT visitor information and promotions and potentially other bureau services
- There was support for expansion of library services to suit the needs of the community better. Examples include STEAM programs, digital literacy, services for seniors, job seeking assistance, after school and school holiday youth engagement, social service providers such as Toy Library and creative events. Youth engagement was a recurring priority
- There are opportunities to have designated spaces for hire for purposes such as public consultation (E.g. NDIS), social services (E.g. Headspace), community gatherings, business events
- There is an acknowledgement that the new facility has an expanded footprint and would require additional resources, including staffing, expansion of operating hours, new IT services and fit out expenses. A suggestion was noted for an expansion of service hours to include 3 hours on a Sunday, pending financial implications
- The existing collection is largely sufficient for transfer to the new facility. There are 14,000 items of the collection Litchfield Council owns. Estimations are that an additional 2,000 collection items focusing on children and youth belong to the school and remain there.

Funding

- The sole source of funding is from NT Government, under the Public Library Funding Agreement, on a per capita basis
- Litchfield Council is the only municipal Council in the NT that does not supplement the NT Government grant with income from rates to provide a public library service. Many comparable NT Councils allocate 50/50
- Library and Archives NT highlighted that they had no additional revenue to support the relocation Litchfield stakeholders have an awareness to consider allocating council rates towards expanded public library services
- There is a commonly held thought of some residents that the Council should be 'low service, low rates'. This results in some hesitancy to increase rates for additional services. Infrastructure has been the priority of council operations traditionally, but community services have increased over the past 3-5 years
- There may be Federal or NT Government grants to explore but no specific opportunities were provided
- There is potential to find financial efficiencies by relocation/co-location of existing internal council services to the new public library space, including customer service and community development
- There are opportunities for co-location of external services, which may generate additional revenue streams, including City of Palmerston Customer Service, Tourism NT visitor information and promotions, or other bureau services

Potential service model

- The existing fee for service arrangement between Litchfield Council and City of Palmerston for operation of Taminmin Community Library will expire on December 31, 2021 with no intention to renew
- City of Palmerston commented that the existing Library was functioning as well as possible within its existing facility however; they validated the need to relocate to meet community needs. At a new site, they believed Litchfield Council would have the capacity for sole operation of the library. Regarding a shared service arrangement, it was emphasised that it would need to include compelling benefits for City of Palmerston to consider
- There are new priorities for City of Palmerston in the southern area of their council boundaries. The Council is currently investigating building a new facility at Zuccoli that could potentially include a library. This decision is due mid-2022
- Potential City of Palmerston motives to participate in a shared service model include servicing a large body of residents on the southern border that shop at Coolalinga, cost savings in existing library operation, efficiency with staffing, staff professional development, specialist services that could be shared and as a base for delivering wider Council customer services
- Litchfield stakeholders expressed openness to sole operation of the new public Library
- Library and Archives NT and City of Palmerston expressed a willingness to support the transition of library operations, including capacity building, recruitment, mentoring and collaboration

PART C) LITCHFIELD AND PALMERSTON STRATEGY ANALYSIS

LITCHFIELD COUNCIL

The Litchfield Council Strategic Plan 2018-2022 positions Litchfield as “The best place to live in the Top End” and the fastest growing area in the Northern Territory. While this is exciting, it also presents significant challenges for service provision and funding.

A commitment to lifelong learning and access to a modern library service are recognised in the Strategic Plan 2018-2022 as core components of culture and social life. However, the Plan acknowledges that advocacy and partnering are Council’s current role capabilities in delivering these services. <https://www.litchfield.nt.gov.au/system/files/uploads/files/2020/strategic-plan-2018-2022.pdf>

This would appear to be somewhat of a disconnect with Council’s 21/22 Municipal Plan, which identifies “Social cohesion through improved library services” as one of three priority projects for the 21/22 financial year and ‘Economic drive through improved library services’. While advocacy remains an essential component, this is a substantial shift towards funding and service delivery. <https://litchfield.nt.gov.au/system/files/uploads/files/2021/Litchfield%20Municipal%20Plan%202021-22-online.pdf>

There is an awareness that the existing library service does not adequately cater for all residents. In particular, there is a recognised need to address broader social issues, including youth engagement, safe communities and engagement of diverse audiences, that are not clearly articulated nor accounted for in Council’s strategic plans and budget.

Indeed, there is a raft of specific needs that have been identified through stakeholder and community consultation that are not captured within existing plans for the library service, although some may be encompassed in other NT Government (e.g. Litchfield Sub Regional Land Use Plan) and Litchfield Council strategic plans:

- A facility that supports small businesses and community organisations through the provision of meeting spaces
- Facilities and short term office
- A community hall to support gatherings and activities
- Areas for health and related services for a mixture of permanent and short term hire
- Arts and cultural centre
- A central community hub that provides visitor services and showcases local services and products.

CITY OF PALMERSTON

City of Palmerston has a mature, ten year Community Plan that positions Palmerston as a “Place for People” and the Family City of the Northern Territory: https://www.palmerston.nt.gov.au/sites/default/files/uploads/files/2019/CoP_Community%20Plan.pdf

Each year’s Municipal Plan connects with the six core outcomes from the Community Plan. The 21/22 Municipal Plan highlights innovative and high quality library services as a resource for a safe and family friendly community: <https://www.palmerston.nt.gov.au/council/have-your-say/2021/municipal-plan-and-budget-2021-2022-and-long-term-financial-plan-2022>

Significantly, in its 2020 Community Survey, City of Palmerston’s libraries were rated as providing high performing services to the community. A further reflection in the 21/22 Municipal Plan’s Future Focus are innovative plans to enhance library services, a new community music studio in the Palmerston Library, and two new state-of-the-art ‘Anytime Libraries’ book vending machines at the Palmerston Swimming Centre and Zuccoli IGA. In speaking

with stakeholders, Palmerston is working towards the construction of a library as part of a purpose built activity hub in Zuccoli, within ten years.

Participation in and evaluation of a library service offering from Coolalinga over the next five to ten years may be helpful to Palmerston as they work towards delivering a community hub and library service for Zuccoli and southern Palmerston.

The concept of partnering to achieve and enhance services is a common thread in the strategic plans and policies of both Councils, albeit at somewhat different levels of planning maturity.

NT GOVERNMENT

Planning NT

The NT Planning Commission Litchfield Sub Regional Land Use Plan 2016 offers the opportunity for population growth and residential and commercial development within Litchfield. Keeping and developing this opportunity is a top priority in the Litchfield Council Strategic Plan 2018-2022. However, this growth will require additional community based social infrastructure and services that are not yet captured within Council's existing strategic plans and budget.

https://nt.gov.au/__data/assets/pdf_file/0007/362743/litchfield-subregional-land-use-plan-printable.pdf

Libraries and Archives NT

Connected Communities: Vision for the NT Public Libraries 2017-2023 provides a strategy for developing the public library sector to meet the needs of the Territory's diverse communities. It identifies opportunities for libraries to develop services in six areas to provide community value:

- Literacy and lifelong learning, informed and connected citizens
- Digital inclusion

- Personal development and wellbeing
- Stronger and creative communities
- Economic workforce development

The NT Public Libraries - Connected Communities Review of Activities provides an annual summary of the achievements of the Northern Territory public library sector [Vision for Public Libraries | Northern Territory Library](#)

Under that strategic framework, and through its Strategic Plan 2019-2023, Libraries and Archives NT develops public library services to meet the needs of diverse communities in partnership with local governments. Libraries and Archives NT's engagement with public libraries and the services delivered are in the Public Library Funding Agreement 2018-2023.

<https://ntl.nt.gov.au/system/files/uploads/files/2019/LANT%20Strategic%20Plan%202019-23.pdf>

Libraries and Archives NT have identified five strategic priorities over the next four years, focusing on: creating connections; enhanced collections; library leadership; digital transformation; and, capable organisation.

It will be essential to find every opportunity for partnerships and support from Library and Archives NT, particularly in the transition period where library leadership and staff capability development will be crucial.

Litchfield Council should make the most of the opportunity to provide a case study as a retail-centre based, library and community connector (including meeting spaces, together with extension and outreach services) in the Northern Territory.

More broadly, and particularly since Libraries and Archives NT are part of the Department of Tourism, Sport and Culture, there are opportunities to advocate for partnerships to support the promotion of Litchfield to develop visitor information offerings as part of the Library and community connector approach.

PART D) NEEDS IDENTIFICATION

This project does not revisit all the previous arguments about whether or not the Litchfield Library should be upgraded and relocated away from Taminmin. For this business case project, all these matters are exhaustively addressed through various reports over recent years and the rationale is well established. This project checked in on the validation that addresses the specific proposal to relocate the Library to leased space within the Coolalinga Shopping Centre. It explored a stand alone option and a shared service with City of Palmerston.

THE CASE FOR CHANGE

This Consultancy validated that the Elected Members and Executive Team of Litchfield Council value an expanded public library service that supports growing community needs. Whilst the current service provision at Taminmin Community Library provides a space, collection and range of services that residents support, the community need has outgrown the capacity of the current facility.

**“Population growth and the residential and commercial development in the Litchfield Council area has resulted in the need for updated and additional community based social infrastructure and services.”
Litchfield Community and Business Hub Business Case (KPMG, 2018)**

Previous report findings have identified several barriers of the current location limiting delivering service offerings and driving social and economic growth including:

- Lack of visibility to residents
- Access, public transport and parking restrictions
- Some patrons are deterred by interactions within a school environment

- Inadequate space to expand programs including childhood development, youth, family, seniors, school holidays and other community groups
- Lack of fit for purpose spaces, including parents' room, computer or meeting rooms for public use
- Need for better integration with other Council and community services such as financial, health, digital and other services
- Lack of opportunities to support community events, business and economic development
- Council's Municipal Plan (2021-22) identifies opportunities to improve the municipality economy by creating a safe community space for youth in a high traffic area, and, increasing foot traffic for local traders.

ADDRESSING THE COMMUNITY, COUNCIL, SOCIAL AND ECONOMIC OUTCOMES

Litchfield Council stakeholders (Elected Members and Executive Team) expressed a vision for a vibrant and modern library that acts as a 'Community Connector' space. This presents the opportunity to contribute to community, Council, economic and social outcomes. The aspiration can support Litchfield Council's priorities for population growth and support a changing demographic, while maintaining the unique rural identity and lifestyle.

Population growth has stabilised in Litchfield Council over the past five years, however, there is the intent for continued growth, particularly in the urban and peri-urban areas of Holtze, Kowandi, Weddell, Noonamah, Hughes and Murrumujuk. (Litchfield Subregional Land Use Plan 2016) These areas are within the 10-20 minute travel time of the proposed Coolalinga site that residents expressed a willingness to travel for library services (Library Needs Study, UTS 2017).

The expanded Library, community and social services will enhance the Council's ability to attract and support the changing age demographic. Traditionally residents are older (Over 25% of population about 50 years old, compared to NT average of 21%) with fewer children (21% of population infants and school age children, compared to NT average 25%). However, the fastest emerging age groups are the 'Young Workforce' (25-34) and 'Parents and Homebuilders' (35-49).

This Report validates the findings of the Library Needs Study (2017) that express the need for expanded service provision to meet the needs of the Litchfield community in its entirety, with particular reference to the following priorities:

- Addressing childhood developmental vulnerability;
- Fostering engagement in a wide range of family, school holidays and seniors programming;
- Promoting digital literacy;
- Providing meeting and exhibition space; and
- Serving as an access point for residents requiring financial, health or other services.

Furthermore, additional opportunities to address community, Council, economic and social outcomes are identified.

- Expanded Library Programs
Responding to a range of community and stakeholder priorities by delivering an expanded range of programs, such as: STEAM programs for all ages, digital literacy classes, seniors services, job seeking, after school and school holiday, youth engagement programs, social service providers, and creative events

- Integration/ co-location of existing council services
Stakeholders expressed an interest in integrating some of the existing council services within the new library facility. These include customer service and community staff currently based at the Fred's Pass Council Office to assist with off-setting some staffing costs whilst improving community services.
- Shared services with other government bodies
There is potential to co-locate several external services with the new facility. These include Tourism NT Information Services and City of Palmerston Customer Services.
- Additional services and spaces to address community needs
The new facility affords opportunities for additional services and spaces. These include publicly available meeting rooms for hire, social services providers and improved public access to technology.



COMMUNITY VALUE

The following personas take a human-centred design approach as fictional characters to represent some segment needs:

Nelly is a new Territorian, living in Humpty Doo with her husband and two young children. For Nelly, the Library is a **place of relationships**. The library gives Nelly a connection to community by attending the story time sessions and having a coffee with other parents. She is planning on attending the upcoming creative writing course.

Roger is a long term rural resident. For Roger, the Library is a **place of connection**. Like clockwork, Roger stops in each week to check his emails, read the paper and have a 'chin-wag.' Roger prefers to pay his rates in cash and is surprised at the range of services available at your local Library. He is changing his attitude about the role of councils.

Tyson is a local teenager in the Palmerston region. For Tyson, the Library is a **place of safety and engagement**. His bus stops at Coolalinga Central so he hangs out after school a couple of days a week. He likes to use the technology that is available and has started to attend some of the programs put on by the community services team.

Paula is a Palmerston resident, but does her weekly shopping at Coolalinga. For Paula, the Library is a **place of convenience**. She regularly stops in to 'kill two birds with the one stone' and do the borrowing whilst shopping. Recently, she noticed the meeting rooms for hire and is considering hosting some of her client meetings in the space.

Gary is a grey nomad passing through the region. For Gary, the Library is a **gateway to exploring Litchfield and the NT**. Gary was heading to Darwin and has taken plenty of brochures from the tourism wall.

Lizzie is a long time staff member of Council. For Lizzie, the Library is a **place of pride**. The Library feels like an outward expression of the changing face of her community and Council. It provides a range of new services and opportunities for residents. She likes that it is attracting a changing demographic, whilst maintaining the unique rural identity and lifestyle.

Sharon is a shop owner in Coolalinga Central. For Sharon, the Library is a **place to stimulate the economy**. The increase in foot traffic and the amount of time people spend within the shopping centre has helped her business.

GOVERNANCE MODELS

The reasons for moving from Taminmin to Coolalinga are verified and remaining at Taminmin School is suggested as the least viable option.

The existing community Library model does not fit with the contemporary Palmerston Public Library Service model, in terms of service delivery and staffing priorities. It is too far from Palmerston to offer benefit to constituents. Indeed, City of Palmerston has advised that the current fee for service arrangement concludes 2021.

Without the services currently provided by Palmerston, Litchfield Council is left with all of the costs and overheads of running the library at Taminmin, including staff recruitment and development, and other costs that are currently mitigated by the experience and economies of scale that accrues from the relationship with Palmerston.

Two governance options are provided for consideration, based on the relocation of Litchfield Public Library Service to Coolalinga Shopping Centre for a refreshed model

1. A stand alone Litchfield Public Library operated by Litchfield Council
2. A new shared service arrangement to operate a new library at Coolalinga

Longer-term there is potential to align with the Litchfield Municipal Plan and the plan towards a new Civic Centre for Litchfield at Humpty Doo, including a library, over the next 10 to 15 years

WHY SHARED SERVICES

Across Australia, councils are required by different Local Government Acts to endeavour to achieve the best outcomes for their community, including effective resource allocation. As Councils carry out similar functions, shared services are one way they can achieve greater efficiency in service delivery, improve service quality and deal with various challenges.

Shared services involve councils working together to share costs and resources, including delivering external services, such as libraries and waste collection, or providing back office functions, such as payroll, or the procurement of goods and services. Shared services are not new, but there are many untapped opportunities such as the new Coolalinga Library to benefit both Councils, local businesses and residents.

Litchfield Council and City of Palmerston would need to collaborate to develop an agreed model. Referencing the Victorian Auditor-General Report on Shared Services, the key strategies surveyed councils reported to influencing success are:

- cooperation, trust and accountability between partners
- effective and regular communication between all partners
- persistence, commitment and enthusiasm
- establishing defined and measurable financial and non financial benefits

WHAT A SHARED SERVICE MODEL COULD LOOK LIKE

This Consultancy suggests that a shared service model would benefit both Litchfield Council and City of Palmerston. However, as has been noted in this Report, a commitment from both parties has not been established.

To determine what a shared service governance model between Litchfield Council and City of Palmerston could look like, several assumptions are made within both the governance and financial models. These assumptions would need to be negotiated and changes made accordingly.

The first critical step is to establish a willingness to contribute. Thereafter, ongoing dialogue relying upon this Report would occur.

A shared service agreement can be 50/50 or it can go further to assess the value to each party informing an equitable contribution. As a starting point, this Consultancy identifies that basing this on population may be appropriate, meaning a Litchfield Council 70% and City of Palmerston 30% split (data included in finance section). Seats at the working group and decision making would be aligned to the contribution.

A shared service governance model requires an organisation to be the controlling partner, both be legally accountable and manage day to day operations. Therefore, it is suggested that Litchfield Council considers this role. It is noted that City of Palmerston is more capable and experienced providing library services, at least in the short term, and this may be the subject of negotiations.

TRANSITION

In any case, there will need to be a transition plan developed to take the Library from its current location and operating model to a new arrangement. Details of the transition are out of scope for this consultancy. However, it is recommended that a transition plan be developed, including a public library service strategy, relocation plan, lease arrangements, fit-out, moving plan, staff recruitment, training and development, etc. It will be important to identify sources of short term and ongoing support that may be available. This consultancy suggests that there will be a need for a dedicated project manager responsible for the transition, ongoing developments and measurements of success.

Considering the current agreement is coming to an end this year, planning needs to consider options such as:

- A transition agreement with Palmerston Council for 12 months
- A request to Library and Archives NT to support Litchfield Council to recruit and train new library staff, from 1st January 2022

OPTION 1: A STAND ALONE LITCHFIELD PUBLIC LIBRARY OPERATED BY LITCHFIELD COUNCIL

UTILISING LITCHFIELD COUNCIL'S EXISTING ORGANISATIONAL STRUCTURE, PLANS AND MANAGEMENT

In previous studies and stakeholder engagement, achieving social cohesion through improved library services, particularly services for seniors and youth, is identified as a priority in Council's Municipal Plan. Library functions, including any enhancements such as integrated customer service and visitor information services are identified in the roles of Council's Leadership and Community Services and Business Excellence teams.

In taking sole responsibility for the Litchfield Public Library, this consultancy would recommend that leaders from those business teams contribute to the design, development, management and operation of a new Litchfield Public Library service at Coolalinga, reflecting the unique identity and needs of the municipality.

- Leadership, development and maintenance of a Litchfield Public Library Strategy 2022 to 2032 that aligns with the Litchfield Municipal Plan and the plan towards a new Civic Centre at Humpty Doo, including a library
- The strategy would naturally link to Council's existing Community Engagement Framework and Advocacy Strategy, acknowledging that the existing public library funding provided by Library & Archives NT is consumed by staffing and operational costs; therefore is insufficient to fund the additional costs of relocation, service establishment, staff etc. Advocacy and the pursuit of additional grant or other funding sources, therefore, will be critical

- Similarly, professional support from Library & Archives NT and other partners would be necessary during transition

The stand alone option offers Litchfield the ability to connect customers with broader customer services and represent its unique identity and character. As well as meeting recognised community needs such as youth and seniors services, and meeting spaces, this option provides Litchfield the opportunity to build its relationships with partners such as businesses within the shopping centre and Tourism NT to offer an enhanced customer experience.

This option will require the establishment, implementation and oversight of a funding model that

- Delivers value for money for Litchfield Council rate payers
- Offers value and convenience to customers
- Makes best use of the public library funding allocation from Library & Archives NT
- Seeks out and leverages grants or alternative funding opportunities that may be available to support community initiatives

STAFF RECRUITMENT, MANAGEMENT AND DEVELOPMENT

- Staff to be recruited and managed by Litchfield Council. It will be important to maintain and build partnerships with Library & Archives NT and neighbouring Councils through the transition to a stand alone Public Library Service to access support for staff recruitment, training and assistance with the development of professional library services
- Central location closer to customers with opportunity to develop extension services such as youth and seniors programs
- Opportunity to better utilise Council's existing customer service staff in a location that better connects services such as rate payments, facilities bookings, or visitor information for Litchfield
- Opportunity to develop and promote a clear identity and character that is Litchfield, that will rely on friendly, welcoming and professional interactions with staff

COMMUNITY INVOLVEMENT

- Maintaining regular dialogue with the community is essential to design a contemporary library service and delivering services that connect with the community.
- An annual customer survey is a minimum requirement for evaluation, and should be supplemented with other customer and community feedback initiatives

OPTION 1: A STAND ALONE LITCHFIELD PUBLIC LIBRARY OPERATED BY LITCHFIELD COUNCIL

Who	Responsibilities and Engagement		
Litchfield Council	Litchfield Council Long Term Financial Plan 2021-2022 to 2030-2031		
	Litchfield Council Strategic Plan 2018-2022		
	Municipal Plan Priority: Social cohesion through improved library services		
Leadership and Community Services	Litchfield Public Library Strategic Plan Connect to: <ul style="list-style-type: none"> • Community Engagement Framework • Advocacy Strategy 2020 to 2022 Public Library Funding Agreement	<ul style="list-style-type: none"> • Staff Recruitment and Management • Library Operations • Customer Service • Visitor Information • Performance Reporting 	Relationships with and support from key stakeholders: <ul style="list-style-type: none"> • Library & Archives NT • Tourism NT • Neighbouring Councils • Local Businesses
Business Excellence		<ul style="list-style-type: none"> • Customer Service • Regular Performance Reporting 	Relationships with and support from key stakeholders: <ul style="list-style-type: none"> • Neighbouring Councils • Local Businesses
Community	Annual Customer Survey Tailored feedback and evaluation initiatives		

OPTION 2: A NEW SHARED SERVICE ARRANGEMENT TO OPERATE THE LITCHFIELD PUBLIC LIBRARY

COOLALINGA PUBLIC LIBRARY COMMITTEE

Litchfield and City of Palmerston to take shared responsibility for the Litchfield Public Library, by establishing a Public Library Committee to oversee the development and management of a new Library service at Coolalinga.

- Development and maintenance of a Shared Service Agreement that references Municipal Plans and Library Strategy, as well as relevant core partner plans
- The committee operates at an advisory level providing strategy direction, policy and governance advice, with final decision making sitting with Litchfield as the lead, acknowledging that a shared services agreement would define both Councils' performance commitments.
- The space will reflect the unique shared identity and needs of the municipality and its surrounds
- A project manager appointed as a resource to administer the shared services agreement and progress the work of the committee
- An advisory group established to attend bi-monthly and to be a conduit back to individual organisations. Suggested membership: Two representatives from each Council Executive (mix of executive staff and/or Councillor), and potential representative from partner organisations (Library & Archives NT, Tourism NT) . Please note, if a 70/30 split is progressed then membership from the respective Councils should align in the same ratio
- Include community and business engagement and feedback
- Engage diverse team input to include other customer services to gather options to co-locate a community connector
- Oversight of a funding model that
 - Delivers value for money for Litchfield Council ratepayers
 - Offers value and convenience to customers of participating partners
 - Makes best use of the public library funding allocation from Library & Archives NT

- Attributes an agreed percentage of overall budget from each participating partner to support threshold services
- Attributes a percentage of budget on a per capita basis to library users in and close to the Municipal boundary
- Seeks out grants or alternative funding opportunities that may be available to support community initiatives

STAFF RECRUITMENT, MANAGEMENT AND DEVELOPMENT

- Staff to be recruited and managed by each Council either independently or shared contracts, with support and professional/capability development from Library & Archives NT and participating partners
- Opportunity to better utilise Council's existing customer service staff in a location that better connects to customers
- Ability to offer bureau services such as rate payments, facilities bookings, or visitor information for Litchfield and on behalf of participating partners
- Opportunity to consider whether there is a place for library volunteers in a welcoming role providing visitor information

COMMUNITY INVOLVEMENT

- Maintaining regular dialogue with the community is essential to design a contemporary library service and delivering services that connect with the community.
- An annual customer survey is a minimum requirement for evaluation, and should be supplemented with other customer and community feedback initiatives.

OPTION 2 – GOVERNANCE MODEL FOR A SHARED SERVICE

Who	Responsibilities and Engagement				
Litchfield Public Library Committee	Shared Service Agreement				
	Litchfield Council (Lead)				
	Litchfield	Library & Archives NT	City of Palmerston	Tourism NT	Community
Management and Staff	Litchfield Council Municipal Plan	Public Library Funding Agreement	City of Palmerston Municipal Plan	NT Tourism Industry Strategy 2030	Charter?
	Litchfield Council <ul style="list-style-type: none"> • Staff Recruitment and Management • Library Operations • Customer Service • Visitor Information • Regular Performance Reporting 	Library & Archives NT <ul style="list-style-type: none"> • (Transition Support) • Professional Development • Collection Management Support 	Palmerston Council <ul style="list-style-type: none"> • (Transition Support) • Support for recruitment and ongoing capability development 	Tourism NT <ul style="list-style-type: none"> • Visitor Information and collateral 	Volunteers
Community	Annual Customer Survey Tailored feedback and evaluation initiatives				



Atria Group acknowledges and respect the Traditional Owners of the land and waterways we work on. We pay respect to Elders past, present and emerging.





COUNCIL REPORT

Agenda Item Number:	14.02.07
Report Title:	Litchfield Women in Business Network Committee Minutes
Author & Recommending Officer:	Daniel Fletcher, Chief Executive Officer
Meeting Date:	18/01/2022
Attachments:	A: Litchfield Women in Business Network Meeting Minutes 15/11/2021 Unconfirmed B: Litchfield Women in Business Network Special Meeting Minutes 22/11/2021 Unconfirmed

Executive Summary

The purpose of this report is to provide the minutes of the Litchfield Women in Business Network Committee Minutes.

Recommendation

THAT Council receive and note:

1. the unconfirmed Litchfield Women in Business Network Meeting Minutes of 15 November 2021, at Attachment A; and
2. the unconfirmed Litchfield Women in Business Network Special Meeting Minutes of 22 November 2021, at Attachment B.

Background

In accordance with Section 101(4) of the Local Government Act 2019, the minutes for meetings of Council committees are required to be tabled at the following Council meeting. There are no recommendations requiring Council decisions arising from either Committee's minutes.

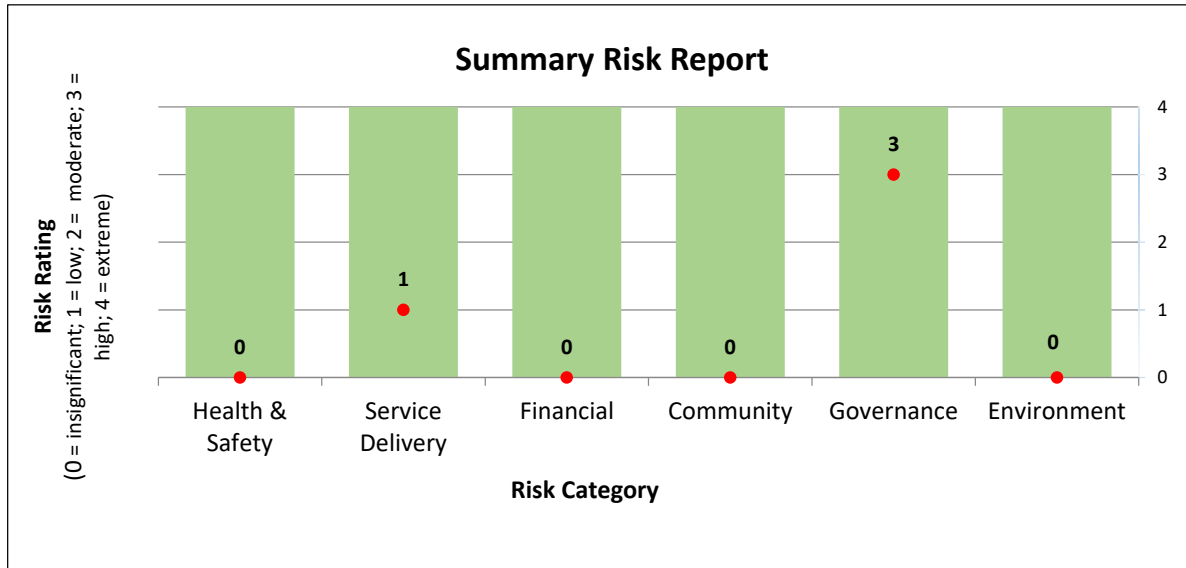
Links with Strategic Plan

A Well-Run Council - Good Governance

Legislative and Policy Implications

Compliance with the Local Government Act 2019.

Risks



Service Delivery

Failure to comply with Council's regulatory obligations could negatively impact on the Council's reputation.

Governance

Failure to provide committee meeting minutes to Council and making them available to the public via Council's website, would place Council's commitment to regulatory compliance at risk.

Community Engagement

N/A



MEETING MINUTES

LITCHFIELD WOMEN IN BUSINESS NETWORK COMMITTEE

Minutes Meeting
held in the Council Chambers
on Monday 15 November 2021 at 5:30pm

Present	Emma Sharp Doug Barden Kevin Harlan Rachel Wright Elaine Mills Beckie Kernick Nicky Clark	Councillor (Chair) Mayor Councillor Councillor (<i>Electronic</i>) EMPM Berry Springs Mechanical Darwin Laundries
Officers	Daniel Fletcher Debbie Branson	Chief Executive Officer Executive Support

1. OPENING OF THE MEETING

The Chair opened the meeting and welcomed everyone present.

2. APOLOGIES AND LEAVE OF ABSENCE

Lauren Johnson, Humpty Doo Pharmacy
 Ute Coyne-Pollig, Bookkeeper

3. CONFIRMATION OF MINUTES

Moved Nicky Clark
 Seconded Beckie Kernick

The minutes of the meeting held 24 May 2021 were confirmed.

CARRIED

4. PRESENTATIONS

Nil

5. REPORTS FOR DECISION / DISCUSSION

5.1 Terms of Reference

Noted.

5.2 Future Direction of the LWIB

The following comments were made in relation to the future direction of the Committee and when the members were asked about incorporation:

- Not enough consistency
- Not sustainable in the current form
- No ability to stand on its own
- Needs to grow
- Not another PRBA
- Thought it was the role of the Committee to establish events, ie the art exhibition
- Continue to gather people together and network
- Support up and coming women in business
- Mentor young women by senior people / mentor programs
- Need to grow / generate
- Membership fees were discussed to increase income
- Chair to be a Council member rather than a community member
- Clarity was provided with regards to the Litchfield Arts Exhibition
- Maintain network basics
- Business hosting future events
- Business Plan to be developed on how to grow / eventually aim for incorporation
- More publicity required – Council resources are limited

Moved Becky Kernick
Seconded Elaine Mills

THAT the Litchfield Women in Business Network:

1. distribute an Expression of Interest to develop a Business Plan for the purpose growing the current model;
2. allocate funds up to \$2,000 in the event no one is available for the preparation of a Business Plan; and
3. provide the Expression of Interest results to the Committee.

CARRIED

5.3 International Womens Day Grant

Circulate the information to members and a Special Committee be called pending an extension on the grant application.

6. CLOSE OF MEETING

The meeting was closed at 6:45pm

Unconfirmed



SPECIAL MEETING MINUTES

LITCHFIELD WOMEN IN BUSINESS NETWORK COMMITTEE

**Minutes Special Meeting
held in the Council Chambers
on Monday 22 November 2021 at 5:30pm**

Present	Emma Sharp Doug Barden Kevin Harlan Mark Sidey Ute Coyne-Pollig Elaine Mills Lauren Johnson Cecile Coleman Nicky Clark Debbie Branson	Councillor (Chair) Mayor Councillor Councillor (<i>Electronic</i>) Bookkeeper (<i>Electronic</i>) EMPM Humpty Doo Pharmacy Coleman Contractors Darwin Laundries Executive Support
Officers		

1. OPENING OF THE MEETING

The Chair opened the meeting and welcomed everyone present.

2. APOLOGIES AND LEAVE OF ABSENCE

Rachael Wright, Councillor
Andrew Mackay, Councillor
Beckie Kernick, Berry Springs Mechanical

3. ITEMS FOR CONSIDERATION

3.1 International Women's Day Grant Submission

Moved: Nicky Clark
Seconded: Elaine Mills

THAT Litchfield Women in Business Network Committee do not apply for the International Women's Day Grant provided by the NT Government due to time constraints preparing the submission.

CARRIED

4. CLOSE OF MEETING

The meeting was closed at 6:18pm

Unconfirmed



COUNCIL REPORT

Agenda Item Number:	14.02.07
Report Title:	Australian Government Building Better Regions Fund
Author:	Diana Leeder, Executive Manager Community Inclusion
Recommending Officer:	Daniel Fletcher, Chief Executive Officer
Meeting Date:	18/01/2022
Attachments:	A: Delos Delta Business Case 2021 B: Freds Pass Sport and Recreation Reserve Masterplan C: Proposed BBRF Funded Project Milestones

Executive Summary

The purpose of this report is to seek Council's appetite for submitting an application to the Australian Government Building Better Regions Fund (BBRF) round 6. It is suggested that Council apply for the maximum amount of \$10m available for priority works at Freds Pass Sport and Recreation Reserve. Applications close on 10 February.

Recommendation

THAT Council:

1. authorise the Chief Executive Officer to make application to the Building Better Regions Fund (BBRF) for priority works at Freds Pass Sport and Recreation Reserve; and
2. seek Northern Territory Government funding to meet the co-contribution required by the Building Better Regions Fund.

Background

One of Council's priority advocacy projects is for ongoing increased Northern Territory Government (NTG) funding for Freds Pass Sport and Recreation Reserve and the Mayor has embarked on a series of meetings with Ministers to advance this advocacy.

In March 2021 Council submitted an application under round 5 of the BBRF but was unsuccessful, in part because the NTG declined committing in writing to provide the necessary co-contribution of funds to the project.

Priority works on the Reserve have been identified in the Freds Pass Sport and Recreation Reserve Master Plan and Council has received \$5.3 m towards these over the last six years. As a number of the buildings on the Reserve still require works to bring them up to certificate of occupancy standard, funding has been allocated to a program of compliance works as well as to adding

improvements and upgrades to the Reserve. Council commissioned a business case from Delos Delta to support the 2021 application and this is still relevant.

Before all the desired improvements to user group infrastructure can be undertaken a master plan for stormwater drainage, identifying priority works that will manage the damaging water flow currently being experienced is required. The Freds Pass Sport and Recreation Reserve Board (FPSRRB) have undertaken a storm water drainage assessment with a view to developing a storm water management master plan. Additionally, power upgrades and reticulation are required before some projects can be undertaken. Through the Freds Pass Reference Group, Council established and managed the Northern Territory Government grants received to date and Council staff work closely with the FPSRRB to identify the order of priority for works on the masterplan to be undertaken.

Council staff are currently working with the Fred's Pass Sport and Recreation Reserve Board to update the priorities identified in last year's application and will again approach the Northern Territory Government to determine what level of funding can be provided and the application will be tailored to reflect that. There is no intention that Council allocate own source capital works funding.

The attached list of priorities is indicative only and subject to refinement following the presentation to Council by Fred's Pass Sport and Recreation Reserve management representatives on 11 January 2022.

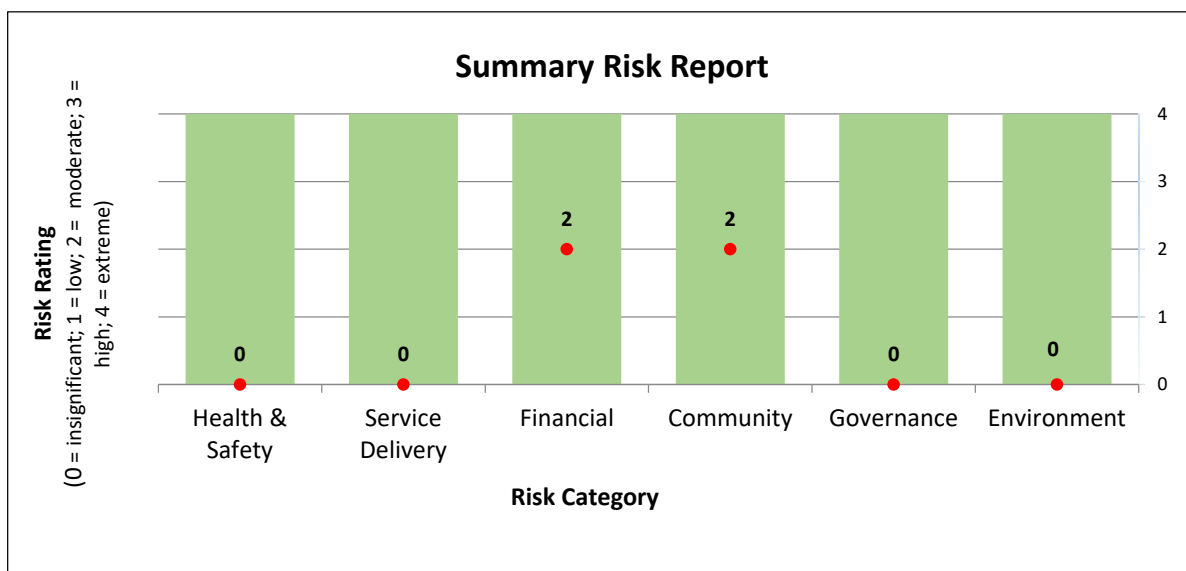
Links with Strategic Plan

A Great Place to Live - Recreation

Legislative and Policy Implications

This process complements the recommendations from Council's draft Sport, Recreation and Open Space Strategy.

Risks



Financial

Several of these priority projects are for crucial infrastructure upgrades. Should Council not advocate and apply for funding for the priority works at this point in time, Council and the FPSRRMB will need to consider alternative sources of funding. Immediate repairs required due to ageing infrastructure may then be paid for by Council's annual budget to the board.

Community

It is a function of Council to advocate for the community on various matters including funding for improved facilities and services. Such advocacy includes seeking appropriate grants from the Northern Territory and Australian Governments. Should Council not pursue grant opportunities that are publicly known to be available there is a risk of community criticism.

Community Engagement

N/A.



**LITCHFIELD
COUNCIL**



BUILDING BETTER REGIONS

Freds Pass Reserve Business Case



DelosDelta

March 2021



BUILDING BETTER REGIONS Freds Pass Reserve Business Case

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Executive Summary

Litchfield Council has worked with its diverse, motivated and informed community to develop a long-term masterplan for an integrated sporting and community facility—Fred's Pass Reserve (Reserve). The Reserve supports more than 2,800 members from 23 User Groups, across 16 different onsite facilities, and is accessed more than 528,000 times per year.

The investment-ready community infrastructure improvements will increase sports participation, leverage additional community investment and develop the Reserve into a highly visible and well utilised community asset for generations to come. This project encapsulates the ideal BBRF project: not only does this project bring economic growth to the region, it secures and uplifts a key community asset that brings social and health benefits to tens of thousands of NT residents.

Success in the short-term is contingent on a major funding injection. This business case supports the Building Better Regions Fund (BBRF) application by highlighting the key drivers and relative costs and benefits of the project.

The key observations about the project proposal include:

- > Doing nothing is not an option due to increasing asset obsolescence and risks to the community. The choice is between going slow using Council and community resources alone or working with the Australian and Northern Territory Governments to generate grant funding.
- > The \$10 million being sought through BBRF is around 25 percent of the total project portfolio and will be located in a primarily regional and remote LGA.
- > The 10 priority projects listed for BBRF support are clearly in scope and are investment ready with minimal preparation required to initiate. Assuming orderly implementation, the projects will be delivered ahead of 31 December 2023.

The economic benefits of the partnership approach include:

- > Investments that support up to 66 FTE positions, of which 13 could be Aboriginal. The BBRF component alone supports 105 FTE over the two-year funding cycle.
- > Productivity gains delivered through increased utilisation of the Reserve asset, which encompasses increased field hire, increased community space use, expanded capacity for more sporting participants and improved accessibility
- > A critical injection of investment into the LGA, and the Northern Territory, will boost economic activity, directly channelling funds into the construction sector and also indirectly into the wider region through increased activity. The impact is estimated at \$15 million in direct and indirect additional gross regional product, in addition to up to \$40 million in gross capital formation.

- > A risk of not addressing challenges at the Reserve is that residents may lose a community asset and incur additional travel time and vehicle travel costs. Preventing those costs generates \$11 million in community benefits.

The social benefits of priority projects are large and material. The projects secure the future of a loved and highly used community asset in Litchfield, that services up to 65,000 people, 20 per cent of whom are Aboriginal. The Reserve is vital to local sports teams, school activities, local community groups, and regional events. The infrastructure upgrades will:

- > Deliver high-class community assets that draws people into the region and enhances participation in the various sports clubs, community groups and regional events it supports.
- > Enhance regional health and wellbeing outcomes through increased physical activity levels and supported community inclusion and connection that uplifts mental wellbeing.
- > Enable increased community collaboration, connection and inclusion, as residents from across the large LGA and surrounding areas can come together for sporting events, interest groups and exciting activities such as the Freds Pass Markets and annual Show.
- > Improve safety, inclusion and satisfaction while using the asset, with the project encompassing critical building upgrades, female change facilities and amenities, increased capacity to reduce crowding and better general wayfinding.
- > Enhance participation through enabling core infrastructure supporting the Reserve to meet the demand for new sport teams such as a basketball and netball teams, along with capacity for new community groups, cycling and running activities.

Improve, modernised, safe and smart new infrastructure will also unlock significant environmental benefits through less water wastage, better species selection for biodiversity improvement and carbon sequestration and a reduction in greenhouse gases from a shift to renewable energy.

The analysis of the quantifiable impacts shows that the priority projects have a cost benefit ratio of at least 1:1.14 (7 per cent discount rate). We have identified another 25 qualitative impacts which, if measured, would demonstrate convincingly that the returns to Litchfield and the NT from the Reserve Masterplan, and the priority projects funded by the BBRF component, would significantly outweigh all identifiable costs.

Implementing the priority projects in the Freds Pass Reserve Masterplan will provide the Australian Government with an excellent model of a regional local council, the NT Government and the Australian Government working together to achieve better regional economic, social and environmental outcomes through partnership funded community infrastructure projects.

Investment: Freds Pass Masterplan

The Litchfield Council is seeking funding from the Building Better Regions Fund (BBRF) that will be combined with other funds to support core infrastructure investments that drive regional participation in sporting and community activities.

The Precinct

Freds Pass Reserve (Reserve) is in the Northern Territory (NT) within the Litchfield Council boundaries.¹ The Reserve is a multifunction community site that caters to more than 2,800 members from 23 regular User Groups, across 16 different onsite facilities. It accommodates regular users from most football codes, cricket, archery, athletics, paintball, equine and canine activities with specialised facilities. The Reserve also hosts a weekly community rural market and an annual rural show, along with supporting a wide range of infrequent users like local families, schools, the Defence force and major corporates for one-off events.

The Reserve is a highly utilised community asset, accessed more than 528,000 times per year by users from within the Litchfield region, which is double the level of participation in 2014.² Some activities, like the annual show, have run on site for more than 40 years.

The Reserve covers approximately 82.75 hectares³ and was valued at \$4.9 million in 2018. The Reserve is owned by Litchfield Council and operated by an independent Freds Pass Sport and Recreation Management Board (the Board). The Council and Board have primary accountability for critical infrastructure on site. Additional assets on the Reserve that enable community participation are developed by User Groups from their own resources, by agreement with Council and the Board.⁴ It has been observed that:

...ovals, playing fields and grounds were carved out of bushland by volunteers who loved their sport. User Groups applied to Government for seed funding and worked with local businesses who dedicated their time, equipment and energy. Consolidating substantial sponsorship and fundraising initiatives such as kiosks, bars and raffles enabled them to create the Reserve that is of a major benefit to the community.⁵

¹ Physical address: 20 Bees Creek Road, Freds Pass, Northern Territory 0822 (see: <https://g.page/freds-pass-reserve?share>). Approximate latitude -12.53547 and longitude 131.05159.

² Freds Pass Sports and Recreation Reserve Management Board Inc., Masterplan 2018-2027, 201, p. 6.

³ <https://fredspassreserve.com.au/history-of-freds-pass-reserve/>

⁴ Freds Pass Reserve Board, pp 7-9.

⁵ Ibid, p. 9.

Community Led Masterplan

An important coordination mechanism for activity within the Reserve is master planning. This is a layered process. The Board, in conjunction with Council and the community, produce an overall Reserve Masterplan. Each major User Group also develops a specialised masterplan for aspects of the Reserve they support, aligned to the overarching Reserve Masterplan.

The 2018 the Board Masterplan process identified more than 100 individual projects of differing scales and priorities needed to address a range of challenges. These are high priority investments to deal with growing pains, increased participation issues and community safety challenges. The goal of all stakeholders is to implement these projects, over a period from 2018 to 2026, drawing on a combination of Council, Board, User Group and partner Government resources. Recent updated cost estimates suggest a funding envelope of at least \$34 million (unadjusted 2018 values) is required over the entire period to complete these critical projects.

The Challenges

Research, community engagement and expert advice across engineering, hydraulic, traffic, electrical and work health and safety⁶ identified a range of major issues with the current state of the Reserve. A high-level summary of challenges includes, in no particular order:

- > Tragedy of the commons issues, for example: insurance management, volunteer coordination across multiple sites, alternative facilities during site utilisation, negotiation and coordinated booking of areas, marking of fields and lighting standards.
- > Diminished playing quality on the fields and in facilities increasing participants' safety risks.
- > Growth in equestrian activities driving a need to have additional "sand arenas", offset by reducing equestrian fields (which would also reduce mowing time and water usage benefit).
- > Increased demand for suitable facilities, amenities and additional shared junior girl's oval for cricket and AFL driven by increased female participation across all sports.
- > A need for improved athletics facilities to enhance participant safety and to separate them from Rugby League and Show activities.
- > Community desire for access to additional sports who must otherwise travel to other areas, including for example: tennis, netball, basketball and bicycle and running tracks.
- > A growing community need to have a centralised air-conditioned community hall with space for a range of current and additional activities including conference rooms, larger hall and sprung flooring (for karate, dance and other movement activities).
- > Diminishing water supply, poor quality of existing irrigation infrastructure, leaking irrigation systems that prevent night watering and the impact of flooding on erosion.
- > An absence of a reticulated sewer system across the Reserve.

⁶ A summary of major discussions in Freds Pass Reserve Board Masterplan, sections 9 and 10; and, irwinconsult, Freds Pass Reserve Engineering Services Master Plan: For Freds Pass Reserve Board of Management, February 2016.

- > Runoff in the rain season wiping out infrastructure investments in car parks and roads. The Reserve utilises mostly surface treatments to manage stormwater drainage and does not possess any underground stormwater drainage network to prevent this damage.
- > Issues with the mostly unsealed internal road network and its suboptimal wayfinding.
- > The incorrect certification of 96 assets across the Reserve. Several structures have been removed and more non-compliant building removals are required. These buildings need to be replaced with new certified structures. The goal is to ensure all structures are safe, including substituting demountable buildings for certified structures.
- > The condition of most formal structures, which having been funded by the community over many years, are reaching the end of their useful and functional life.

In effect the basic core infrastructure—roads, power, water, irrigation, drainage, parking and lighting—need upgrading to enable a safer, more functional and community focussed Reserve for long term usage. These core infrastructure investments will allow User Groups to focus their resources and volunteering on improving their assets for the safety of their stakeholders.

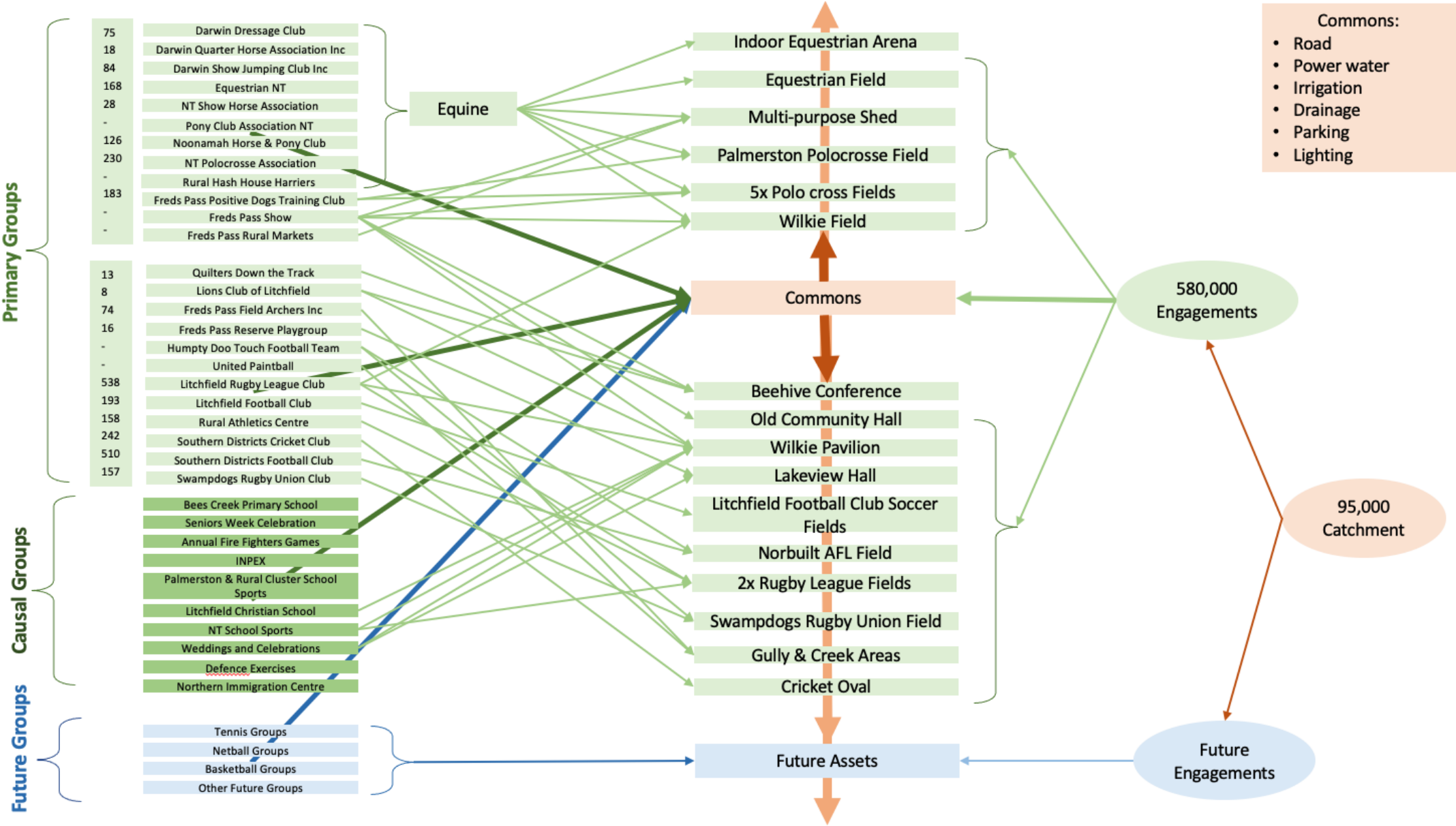
The Affected Community

The Reserve is a unique example of successful stakeholder management of a shared community facility. As the interconnected stakeholder system and interdependent assets rely on core infrastructure to survive and thrive, if the identified challenges are not met, infrastructure inadequacy may contribute to a decline in participation or failure of Reserve assets.

Figure 1 is a simplification of the connections between User Groups, current facilities, and utilisation, including some aspects of potential future growth. It is clear that the Reserve is integrated with a diverse set of Users, there are thousands of directly impacted people and that a critical risk is a lack of effective core infrastructure.

While these challenges are complicated, the consequence of not addressing them effectively, especially with core infrastructure, will result in a significant negative shift in community participation.

Figure 1: Stakeholders, assets and activity at stake

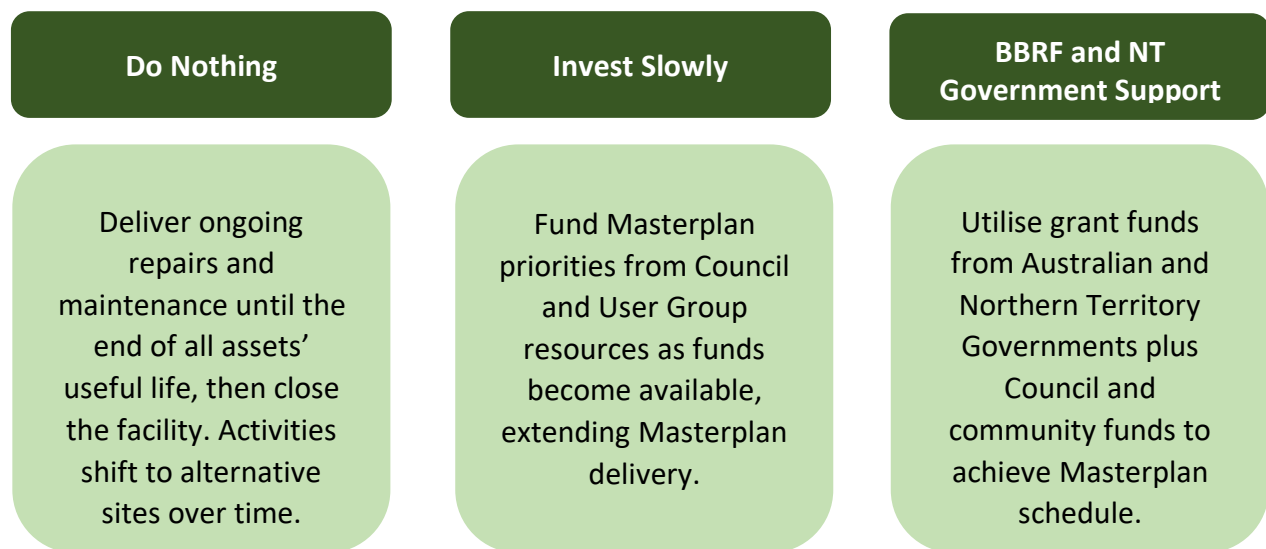


Alternatives Considered

The Board Masterplan was developed in 2018, and some investments have commenced. The preliminary investments have built on 17 projects co-funded with the NT Government which commenced in the 3 years prior to the Masterplan, including fencing, arterial roads and drainage, amenities and ablutions facilities, electrical and lighting upgrades, irrigation improvements, and playground upgrades. Continued investment is under review, and funding challenges have emerged.

To deal with the funding pressures, the Board has been investigating a range of alternative delivery options. The way in which these alternatives have manifested are summarised in Figure 2.

Figure 2: Alternatives for implementing the Freds Pass Reserve Masterplan



The do-nothing option is simple and affordable; however, it places at risk significant regional sports participation, economic activity and community networks. Community safety and waste challenges do not ethically allow for this option. This alternative has been excluded from consideration.

Investing slowly is the baseline scenario. The challenges and operations will remain in the absence of funding, which will leave Council and the User Groups to slowly implement change as opportunistic funding arises. This option has similar potential consequences as doing nothing, in that participation may diminish or shift to other locations as challenges remain unaddressed. It is highly likely this approach will extend the implementation timeframe beyond the nine-year Masterplan horizon and increase longer term cost pressures.

A viable counterfactual, developed and assessed in this analysis, is to seek support from the NT and Australian Government. NT funding is being discussed bilaterally with Council. For the Australian Government, the Masterplan represents a genuine community infrastructure challenge consistent with the Building Better Regions Funds (BBRF) goals. The counterfactual will support

achieving the Masterplan priorities directly, prevent risks of lower participation, lower the real cost of delivery, and by funding core infrastructure will prime additional resourcing from Council and User Groups for supportive community developed infrastructure.

Option Funding Structure and the BBRF

A summary of the complete project funding profile identified in 2018 is in Table 1. The base funding is current estimates based on 2018 prices. Allowing for trend inflation, the total estimate is more likely \$2 million higher over the life of the project.⁷ Also allowing for a global 10 per cent contingency on the inflation adjusted budget could add \$3.6 million. In total, the 104 priority projects will cost between \$34 million and \$40 million over the identified years.

Table 1: Masterplan funding profile

Year	Projects	2018 Estimate	Inflation adjusted	Spent or Committed
2018	18	\$4,558,000	\$4,617,254	\$2,030,000
2019	18	\$2,508,310	\$2,573,950	\$50,000
2020	18	\$8,025,000	\$8,342,061	\$0
2021	16	\$5,555,000	\$5,849,542	\$100,000
2022	12	\$1,930,000	\$2,058,754	\$0
2023	8	\$3,580,000	\$3,868,474	\$0
2024	6	\$1,040,000	\$1,138,412	\$0
2025	5	\$1,515,000	\$1,679,918	\$0
2026	3	\$5,620,000	\$6,312,790	\$0
Total	104	\$34,331,310	\$36,441,156	\$2,180,000
Contingency			\$3,644,116	

The Australian Government is not being asked to fund all of these project costs. The target funding the BBRF will contribute is \$10 million towards 10 of the 104 project priorities that will commence between 2021 and 2022. The projects, cost estimates, priority and duration are summarised in Table 2. The \$10 million will contribute to \$11.24 million in project expenditures, \$4.1 million in 2021 and \$7.14 million in 2022, which will be delivered over 18-24 months.

In relation to the BBRF guidelines, each of these projects is 'investment ready' with minimal lead-time required to commence.

To be clear, funding has not been aligned 1:1 with all projects in each year. In effect, the Australian Government contribution will adjust the timing and financial participation of multiple parties. An analytical reprofiling of all projects, including the potential financing streams is provided in the key assumptions index. This is not a formal Litchfield position, just a financial sensitivity model.

⁷ The report adopts a cost inflation rate of 1.3 per cent per annum, based on the ten-year compound annual growth rate in the Darwin 'All Groups excluding 'volatile items' consumer price index (CPI) series. Calculated from ABS, Consumer Price Index, Australia, December 2020, TABLE 5. CPI: Groups, Index Numbers by Capital City.

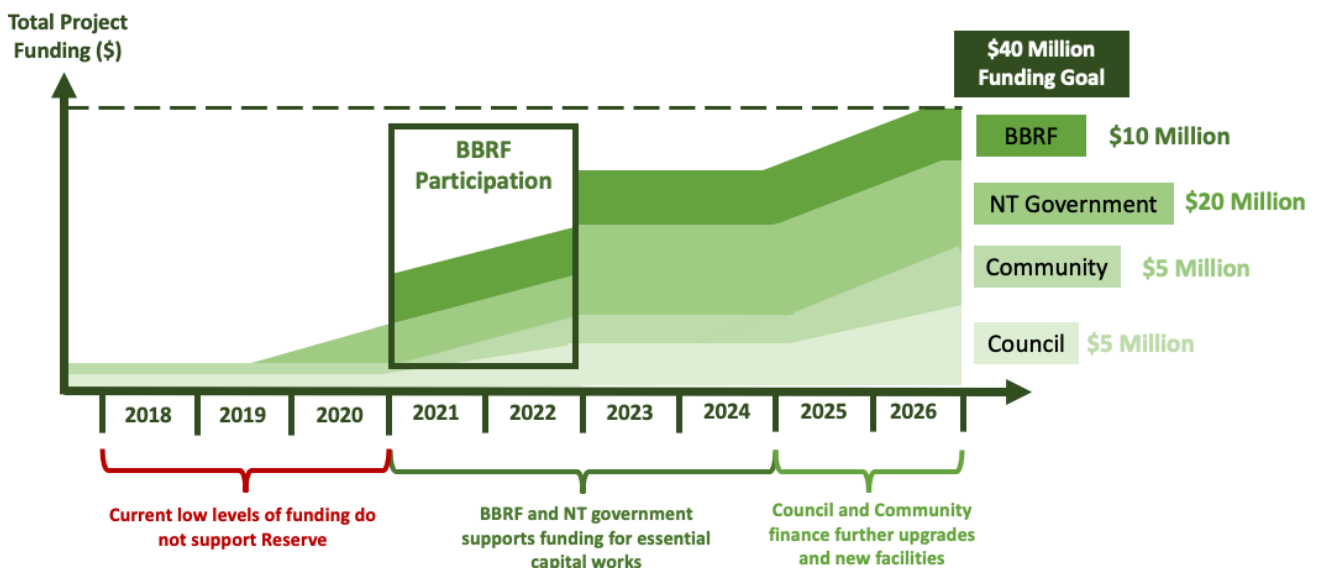
Table 2: Projects in scope for BBRF funding support

Year	Stage	Cost (nominal)	Description	Board Priority	Duration (months)
2021	1	\$1,000,000	Drainage and erosion mitigation	High	18
	2	\$400,000	Compliance work	High	12
	3	\$1,500,000	Electrical Upgrades	Medium	12
	4	\$650,000	Road Network upgrades Stage 3 and 4	Medium	6
	5	\$550,000	Drainage and sealing to market carpark	Medium	6
2022	6	\$180,000	Equestrian carpark area	High	6
	7	\$560,000	Repairs and maintenance to seven bores	High	6
	8	\$225,000	Construction of storage to replace decommissioned shipping containers	Medium	2
	9	\$675,000	Soccer changerooms	Medium	8
	10	\$5,500,000	Exhibition/events pavilion	High	18

Other funding is being sought from the NT Government, and being contributed by Council and by User Groups either in-kind or in dollars. Specifically, Council is negotiating with the NT Government to provide up to \$20 million over the life of the Masterplan, and Council, the Board and User Groups (the community) will provide upwards of \$5 million over the Masterplan period.

A conceptual presentation of the financial participation is in Figure 3. BBRF funding is timed to project funding requirements in 2021 and 2022. Mainly, it will adjust the funding patterns over the life of the nine-year project and potentially leverage more and earlier other supporting funds.

Figure 3: BBRF in the wider Masterplan context



When fully implemented, the Board Masterplan, supported by the BBRF, will deliver robust core infrastructure, world-class community developed sporting and community assets and high amenity values on the main transit corridor from the South to North of Australia.

If selected as part of the BBRF program, the Freds Pass Reserve Masterplan will be an excellent example of the local community, Northern Territory and Australian Government working together to achieve better regional outcomes from partnership funded core infrastructure projects.

Regional Insights

To understand the potential impacts of BBRF funding a contextual understanding of the region in which the assets exist is essential—this section provides high level regional insights on place, people, participation and contextual headwinds and tailwinds.

Place

The Freds Pass Reserve is in the Litchfield Local Government Area (LGA). The LGA covers more than 290,000 hectares in the NT (0.22 percent). The scale and satellite features are illustrated in Figure 4.

The LGA is within the Lingiari Commonwealth Electoral Division. In the NT Legislative Assembly, the LGA is within the electorates of Daly, Goyder and Nelson.

The actual location of the Reserve is central to the communities of Freds Pass, Bees Creek, Humpty Doo, McMinns Lagoon, Coolalinga, Giraween and Howards Springs. It services all localities across the very large LGA.

The Reserve is close to the boundaries of the Palmerston LGA, Coomalie LGA and parts of the Darwin LGA. These locations have alternative facilities, however they also access the Reserve, especially for market and show activities.

The Reserve adjoins the Sturt Highway which is the major North-South transport connector for Central Australia from Adelaide to Darwin.

People

The Litchfield LGA is home to around 27,000 people. Of these people around 4,700 are of Aboriginal heritage and 22,300 are of non-Aboriginal heritage.⁸ The population of the contiguous LGAs increases the potential users of the Reserve. In 2021, the total catchment is approximately 67,200. This has grown significantly from 58,100 in 2014, and is projected to grow to a robust 94,700 by 2036. The growth and composition are illustrated in Figure 5.

Figure 4: Litchfield LGA (.idcommunity)



⁸ Abs, Regional Data, and NT Treasury, Population Projections—2019 Release, 12 June 2020, <https://treasury.nt.gov.au/dtf/economic-group/population-projections>

Figure 5: Population levels within Reserve catchment

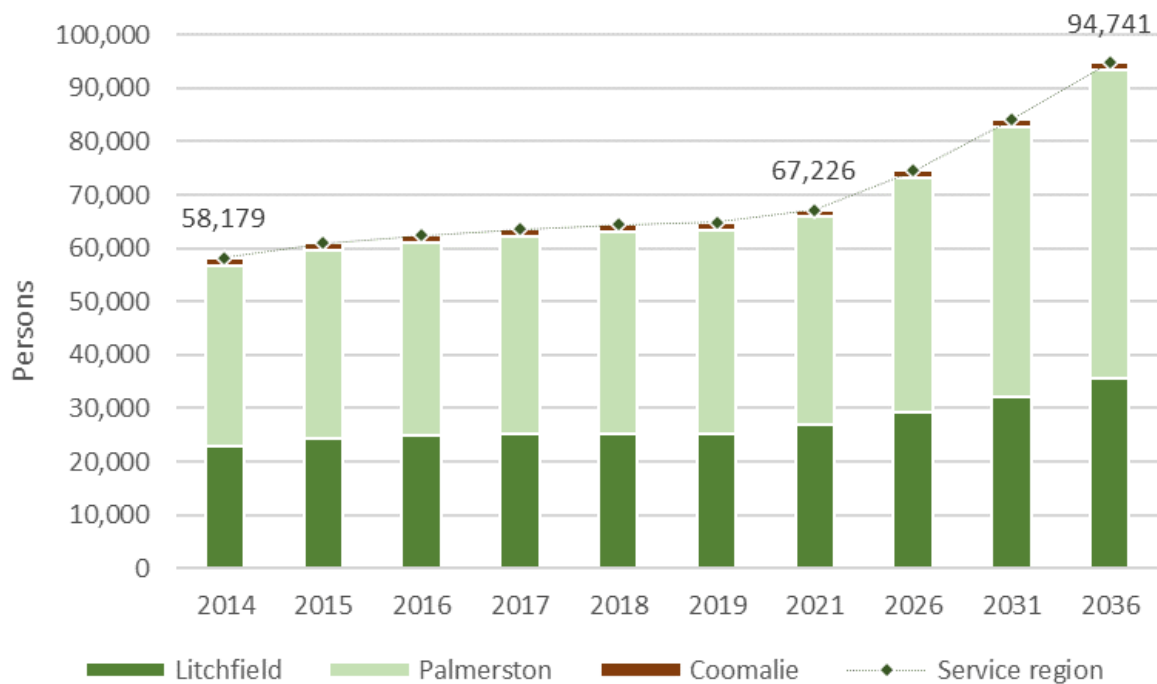
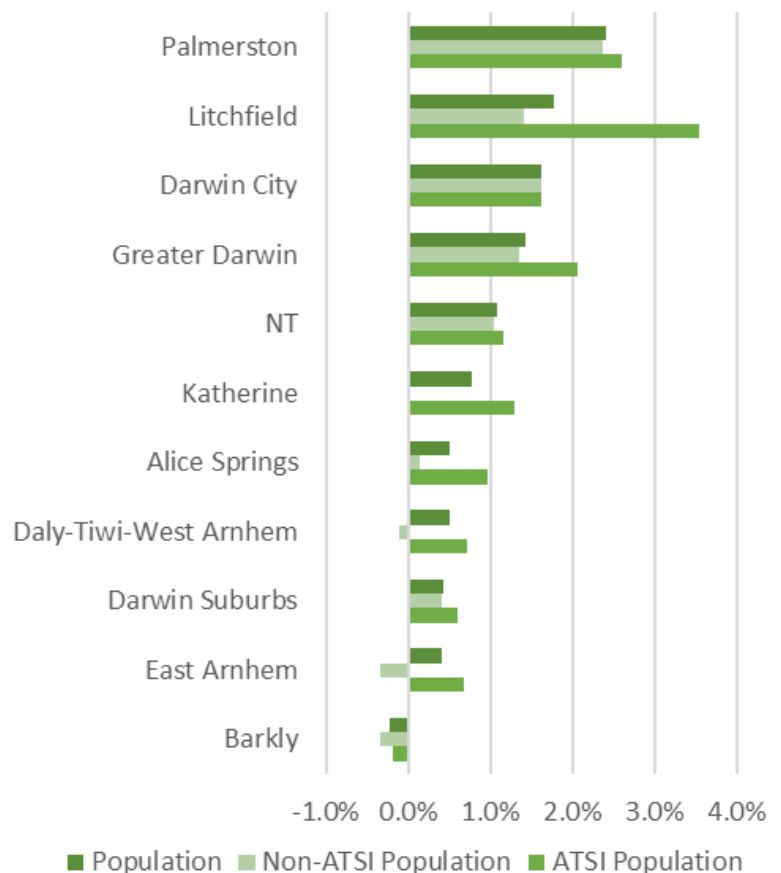


Figure 6: Trend growth rates 2016-2036

Significantly, across the NT, Palmerston and Litchfield are projected to be the two fastest growing regions in the NT between 2016 and 2036. The relative trend growth rates are illustrated in Figure 6.

Palmerston has the fastest overall trend, 0.4 percentage points higher than Litchfield, however Litchfield has a 0.9 percentage point higher growth rate in Aboriginal population growth, with current Aboriginal population representing approximately 20 per cent of the LGA.

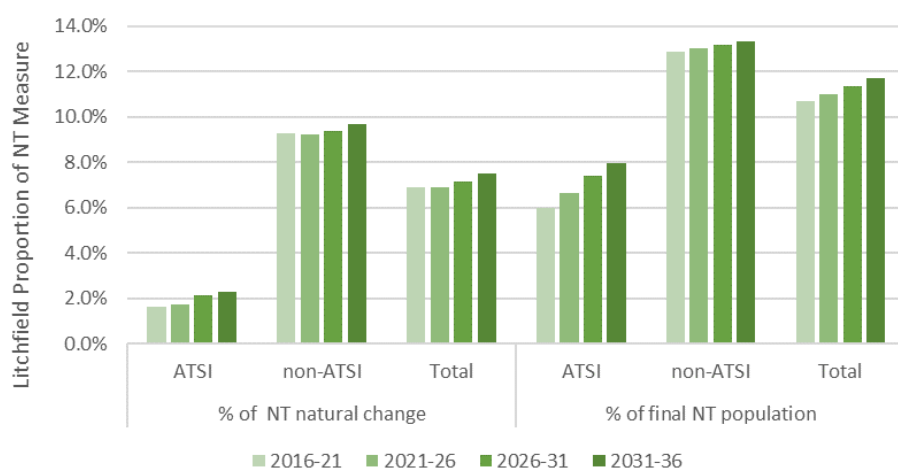
All of the Reserve catchment areas are predicted to grow faster than the NT as a whole, and with growth rates exceeding 1.5 per cent per year.



Litchfield will progressively increase its importance within the NT population. This is illustrated in Figure 7. For population growth by natural increase, for Aboriginal and non-Aboriginal cohorts Litchfield will have higher relative proportions between 2016 and 2036.

Similarly, Litchfield will progressively increase its share of the NT population from around 10 percent towards 12 percent over the same time frames.

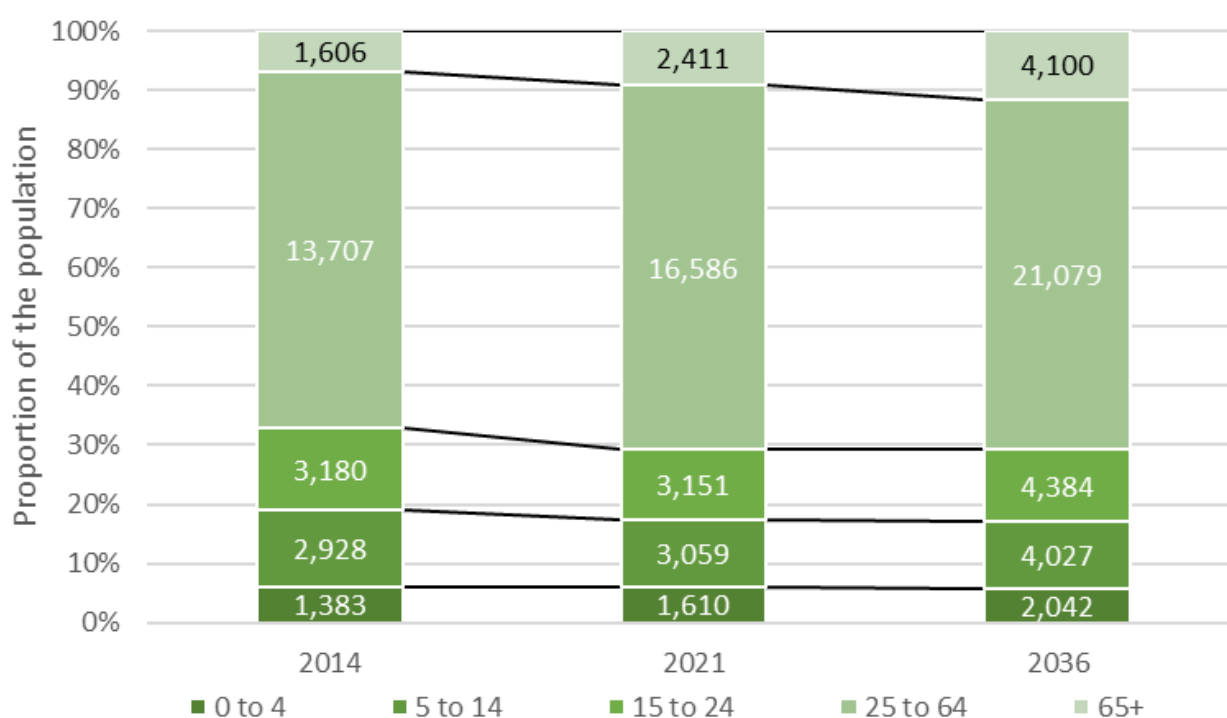
Figure 7: Litchfield in the context of the NT



As the population and relative shares increase, the age distribution of the population is also shifting slightly.

Comparing the 2014 to 2036 positions illustrated in Figure 8, the number of children and young people (0-25 years) will increase from 7,490 to 10,450, however they will fall from above 30 percent to just below 30 percent of the total population. Alternatively, the number of retirement aged people will increase to 4,100, but account for relatively more of the total population.

Figure 8: Litchfield population age composition and total change



For the project, the key takeaway is that the areas that account for the potential user market are growing significantly, and relatively more than the NT overall. The demand for movement options and healthy activities facilities for ageing and young people will be strong. The LGA has a high and growing Aboriginal population who will benefit from this improved community asset.

Participation

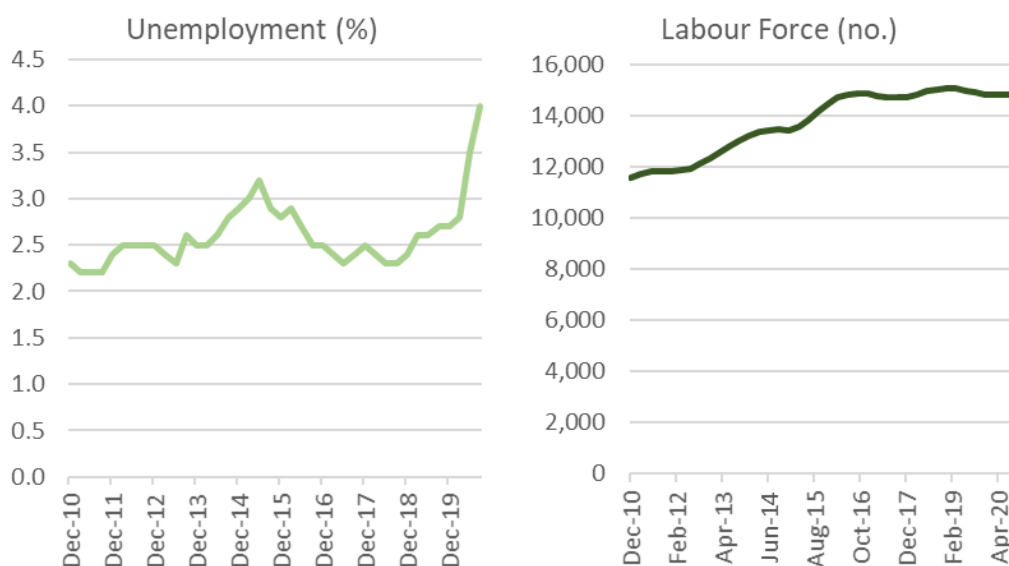
In an economic sense, participation drives demand and resources available for consumption and investment in an area. The Litchfield LGA has a relatively higher working age population than nearby LGAs, and the NT as a whole. In Figure 9, the Litchfield working age population ratio is consistently around 75 percent, which is higher than neighbouring Coomalie and Palmerston.

Figure 9: Working age population ratio



The labour market is also quite strong. Figure 10 illustrates recent seasonally adjusted unemployment and labour force monthly results. Generally, the trend unemployment rate is around 2.5 percent, and the labour force has been incrementally increasing over time. The COVID-19 pandemic in 2020 has impacted unemployment, with a clear uptick towards four percent, and a flatlining in the labour force.

Figure 10: Lichfield labour market dynamics



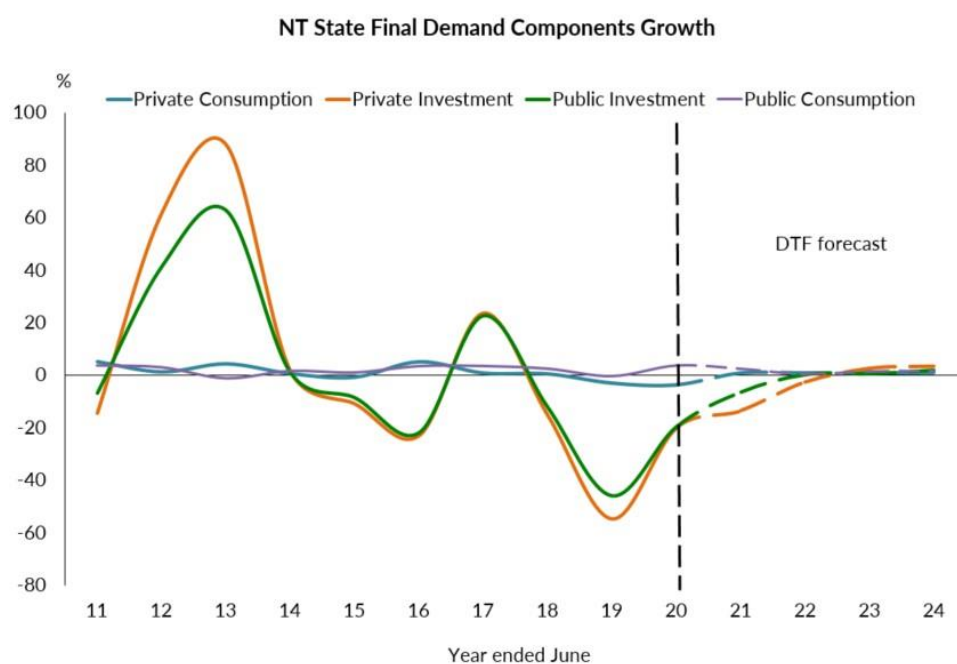
The key message from the analysis is that Litchfield is an active population, with a strong working population, which allows for support of the community facilities. There is also evidence of excess capacity which can be absorbed over the life of the project.

Local context

While the LGA has great tailwinds, and emerging headwinds, the NT has been through significant changes. Like the nation at large, the global COVID-19 pandemic has negatively impacted NT activity. Compounding this has been longer term declines in funding from goods and service tax equalisation, the wrap up of high capital expenditure projects supporting a range of liquified natural gas projects, general downturns in resource markets associated with Sino-Australian trade issues, and long-term drought impacts.

A useful manifestation of these contextual settings is seen the NT Treasury perspective of near-term Territory growth. In Figure 11, the most recent forecasts for territory final demand illustrate relatively flat line consumption growth, but contractions in public and private investment. The contractions started around 2017 and look to persist until potentially 2022.

Figure 11: NT Treasury Final Demand forecast⁹



While some of the reduction will be offset by investments in abattoirs, retail infrastructure, corrections facilities, and further LNG train development, there is a clear market for additional public capital expenditure.

The key point for the project is that the infrastructure spend, especially maintaining the timing of the investments, will be a crucial support to the Northern Territory at large.

⁹ Australian Bureau of Statistics catalogue number 5220.0; Department of Treasury and Finance

Assessment Approach

The Freds Pass Reserve priority projects will be undertaken over time under a collaborative delivery model. A fundamental question for these projects, including to achieve BBRF support, is ‘what impact will they have in the community during and after implementation?’ Understanding the whole-of-life impacts provides insight into the value for money derived from the investment.

Marginal Impacts Matter

The assessment approach for this project is a rapid ex-ante benefit cost evaluation that specifies the type, magnitude and direction of impacts that might be expected from the investments.

Assessing the impact of any intervention requires unravelling a complex system of transactions between consumers, producers, government, and other institutions. Determining the impact is subjective and depends on predictable and unpredictable issues.

The essential precondition for any impact assessment is that something must be changing from a current state to a different state, and that these are different. The current state forms a baseline, against which alternatives—counterfactuals—are considered. The difference between the baseline and counterfactual is the impact of a project—the additionality or marginal change of the project in the community.

Estimating the impacts

This rapid assessment adopts a program logic framework. This approach links expected to actual outcomes and considers the whole life cycle of a project from concept to close. The framework defines, measures and compares:

- > Inputs- funding, products or services put in initially
- > Throughputs- intermediate goods or processes
- > Outputs- products or services resulting from the inputs and throughputs
- > Utilisation- how outputs are actually used
- > Outcomes- the impacts from utilised output

The process aims to understand the alternatives, define potential changes and identify potential impacts in a high-level matrix.

The matrix comprises a number of components:

- > Descriptors: the segment (economy, society, environment), major category and impact description.
- > Type: direct or indirect impacts (see Annex for glossary)
- > Sector: in our assessment this includes household, business, workers, government and catchment.¹⁰
- > Direction: positive impacts (increased benefit, reduced cost) or negative impacts (reduced benefit, increased cost).
- > Magnitude: the scale of the impact, relative to the location or context. For example, if the impact is 'increase infrastructure spend', the scale would be relative to a typical spend in the LGA (to the NT or Australia).
- > Basis: how evidence is presented, whether qualitatively or quantitatively, to determine investment metrics.

Benefits or costs are assessed as quantifiable if data exists to enable the calculation of typical investment metrics (Net Present Value (NPV), Benefit Cost Ratio (BCR), Net Benefit to Investment Cost Ratio (NBIR), and Internal Rate of Return (IRR)). The easiest quantifiable results are where there is a reasonable market for an impact (prices, suppliers, and transactions). Markets are not easily specified for social, environmental, or behavioural outcomes. For these non-market impacts, 'non-market' valuations are required to measure the impact of an outcome, using methods such as shadow prices (market like prices), willingness to pay, hedonic pricing, travel costs or other contingent valuation measurements. Qualitative impacts can be described and subjectively ranked, but do not contribute to investment metrics.

Limitations and Assumptions

This assessment has standard limitations such as the coverage of our research, biases we bring to the project and the ability to deliver what is required in the timeframe and budget available.

There are fundamental limitations including the availability of data, the quality of the available data and the comparability of any data that has a high quality. Generally:

- > Data, especially recent data, are commonly not available at a localised scale in the public domain for specialised infrastructure items or community activity.
- > Where data is available, often the quality of the data is relatively low. Some is piecemeal, others are survey or assumption based and these sources have high statistical and human error rates.
- > Where data is available and of quality, data drawn from a variety of sources may not be comparable. For example, data sets may have different geographic contexts, different reference frames and potentially different taxonomy or definitions.

¹⁰ 'Government' includes Australia, NT, Council and the Board. 'Catchment' means 'all stakeholders in the wider community.'

Pragmatically, search costs have been minimised by drawing on extant assessment material. Not all of these sources, particularly academic and third-party research will translate directly to Litchfield. This may affect the translation of those results to Litchfield and consequently the assessment results.

Material assumptions are outlined in the Annex. Adjusting these assumptions in our assessment matrix will change the results. Users should maintain a change log to ensure they do not reach a conclusion that has incorrect provenance.

All results and conclusions need to consider these limitations.

Preliminary Impact Assessment

The baseline and counterfactual states are illustrated in this section, and preliminary impacts have been catalogued.

The Change

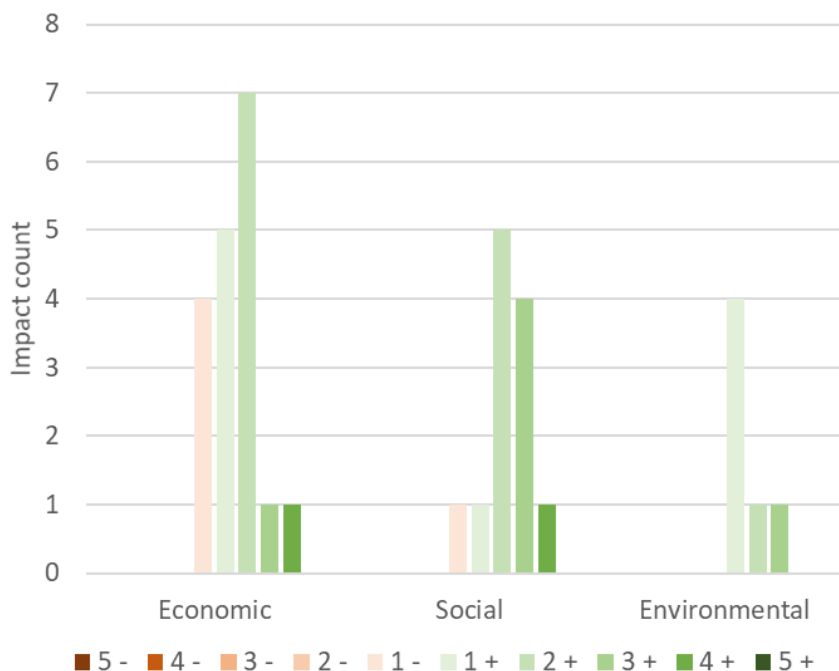
To contextualise what is different after implementing the Board Masterplan, see Figure 13: The current and potential future state informing impact assessment. Figure 13 compares the current and future states visually. Significant detail is available in the Masterplan. What is evident from the comparison is that there are more facilities, there is better internal flow and all parts of the Reserve are improved. What is not evident is the significant underground and above ground infrastructure asset investment that will enable the expansion.

High level distribution of preliminary impacts

Moving from the current to future state will generate a range of impacts. The preliminary impacts based on review of project plans, research and experience are summarised in Table 3.

The total count of all impacts identified in the matrix is 36. Of these, 18 impact the economy, 12 impact social factors, and six impact the environment. The impacts are mostly positive—86 percent, with just 14 percent negative. The magnitude is relatively low with 77 percent of impacts being between +/- 2 magnitude.

Figure 12: Impacts by category, magnitude and direction



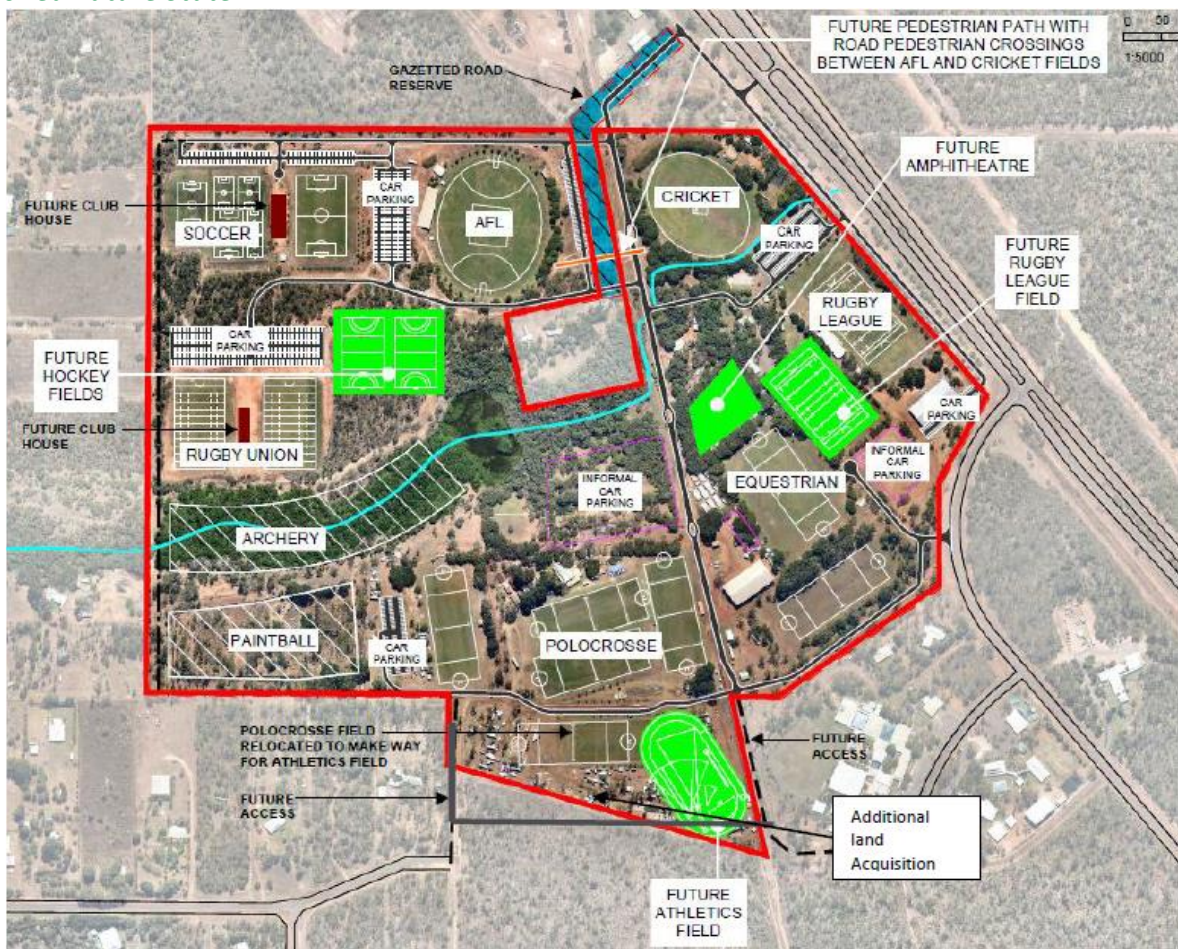
In the subsequent analyses there are 11 impacts that can be totally or partially quantified, and 25 that are qualitative but supported by research.

Figure 13: The current and potential future state informing impact assessment.

Current State



Desired Future State



Source: nationmap.gov.au and irwinconsult, 2016. Note: images do not illustrate specific infrastructure.

Table 3: Preliminary Impact Matrix

Segment	Category	Impact	Type	Sector	Direction [+-]	Magnitude [0-5]	Basis
Economic	Government	Potential expansion of tax base (Australia: income and profit taxes, transaction taxes. Territory: payroll, land tax, consumption. Council: value capture from contiguous land rates, usage fees and charges) from additional taxable activity (development costs, turnover, employment, profit)	Direct	Government	+	1	QI
		Additional capex required by Territory and Council otherwise not included in the project scope (connected roads, amenities, rectification, public facilities etc)	Indirect	Government	-	1	QI
		Potential lower health and policing expenditures from improved active participation and passive surveillance	Direct	Government	+	1	QI
	Productivity	Smart metering and real-time management of utilities will reduce wastage and deliver longer-term operating and infrastructure maintenance savings	Direct	Government	+	2	QI
		Increased utilisation of existing assets is a productivity gain, especially if the existing assets are improved with new technology, improve safety and avoid the need to create new assets or infrastructure expenditures elsewhere in the economy	Direct	Government	+	3	QI
	Jobs	Consequential employment gains from temporary and permanent activity changes (employment multipliers)	Indirect	Business	+	1	Qn
		Employment supported through the capital expenditure phase	Direct	Business	+	2	Qn
	Small and Medium Enterprises	Increased localised consumption spending in nearby shops, cafes and restaurants. Short term: additional boost during construction. Long term: increased site utilisation	Indirect	Business	+	2	Qn
		Temporary activity interference from redevelopment activity, diversions and truck movements during construction	Direct	Business	-	1	QI
		Additional Reserve spaces increases the potential for new small business creation and diversified economic activity	Direct	Business	+	2	QI

Segment	Category	Impact	Type	Sector	Direction [+-]	Magnitude [0-5]	Basis
	Investment and Economic Growth	Temporary local stimulus from new capital expenditures to deliver the project, most of which can be sourced within the region skill and industry base	Direct	Business	+	2	Qn
		Indirect economy wide multiplier impacts from temporary stimulus and permanent changes in activity within the value chain, potentially absorbing underutilised economic capacity	Indirect	Catchment	+	1	Qn
		Australian Government participation in the project generates additional leverage from other funding agencies	Direct	Catchment	+	4	Qn
		Induced consumption – retail, accommodation and food sectors, based on increased spending in on-site and nearby shops from potential additional activity	Indirect	Business	+	1	Qn
	Costs to individuals	Increased congestion in local system creating delays and increased travel time.	Direct	Business	-	1	Qn
		Avoided travel time within the LGA from the retention of an operational, diversified, local Reserve with modernised infrastructure and facilities	Direct	Household	+	2	Qn
		Avoided vehicle operating costs within the LGA associated with retaining a local facility and no need for additional vehicle kilometres travelled	Indirect	Household	+	2	Qn
		Improved infrastructure may increase participation fees for User Groups to recoup some management costs	Direct	Catchment	-	1	Ql
Social	Health	Improvement in the physical and mental health of individuals (life expectancy, mortality and morbidity) from access to a well-structured, diversified, and expanded sporting facility, potential for improved activity levels from more and better facilities (e.g. new sports, running, riding and walking). The impact contributes to avoided health and productivity costs from extra physical activity and productivity from additional participant health gains.	Direct	Catchment	+	4	Qn

Segment	Category	Impact	Type	Sector	Direction [+-]	Magnitude [0-5]	Basis
		Reduced intersection safety due to increased passenger vehicle movements at primary intersections	Direct	Catchment	-	1	QI
	Community connection and Inclusion	Genuine and active impacted stakeholder engagement and shared design ensures governance and decision-making is aligned to actual community goals, improves public information, and ensures equitable and diverse stakeholder treatment	Direct	Catchment	+	3	QI
		Enhanced public spaces provide additional opportunities for social interaction, improved community welfare and connectivity for otherwise potentially excluded groups of individuals, including aged, children, linguistic and religious minorities, Non-government organisations and indigenous or ethnically diverse groups	Direct	Catchment	+	3	QI
		The enhanced Reserve increases the sense of pride in the facility, improves community identity and enhances the area's reputation which improves community participation and attracts new residents	Direct	Catchment	+	2	QI
	Safety	Upgraded core infrastructure improves community and participants perceptions of personal safety and reduces actual crime due to enhanced lighting, additional activity in the reserve increasing the likelihood of surveillance and reporting of criminal activity.	Direct	Catchment	+	2	QI
		Replacement of aged infrastructure and achieving certification increases player, volunteer and employee work health and safety across all Reserve assets (lower injuries)	Direct	Workers	+	2	QI
	Heritage	Preservation and enhancement of a facility established in the community for more than 40 years	Direct	Catchment	+	3	QI
	Participation	Improved and increased amenities and assets that cater for gender neutral participation in all sports, leading to increased female sports participation rate	Direct	Catchment	+	2	QI
		Improved assets and amenities improve Aboriginal community participation in sports and related community activities	Direct	Catchment	+	3	QI

Segment	Category	Impact	Type	Sector	Direction [+/-]	Magnitude [0-5]	Basis
Environmental		Maintained and enhanced connection with informal labour force by undertaking onsite works and maintenance activities (e.g. corrections volunteers)	Direct	Workers	+	1	QI
		Increased volunteering activity on site to design, develop and support new sports and expanded modernised facilities on site	Direct	Household	+	2	QI
	Landscape improvement	Improved scenic and amenity values of the landscape in the updated precinct (willingness to pay for amenity improvement)	Indirect	Household	+	1	QI
	Environmental quality	Lower water consumption through smart metering, targeted capture and re-use, and real-time management using a modernised irrigation management system	Direct	Government	+	3	QI
		Substitution of aged and inappropriate trees, and a potential increase in stems per hectare to improve carbon sequestration	Direct	Catchment	+	1	QI
		Potential for improved biodiversity from better tree and flora selection during redevelopment and landscaping, a shift toward highest and best value environmental biodiversity	Indirect	Catchment	+	1	QI
	Climate Change mitigation	Lower consumption of energy through modernised on-site infrastructure and the likely addition of renewable energy sources lowers emissions from Reserve activity.	Direct	Government	+	2	QI
		Increased electricity efficiency, utilisation of renewables and minor additional flora will reduce general greenhouse gas emissions and increase carbon sequestration.	Direct	Catchment	+	1	QI

Qualitative impacts: Discussion

The impact matrix identified 25 qualitative benefits, of which eight impact the Litchfield economy, 11 impact at the societal level and six impact on the Litchfield environment. These are not individually discussed, instead the evidence of impact for each segment is grouped and the impacts discussed.

Economic impacts

The qualitative economic benefits primarily relate to returns to government, productivity gains and a range of indirect consequences from the investments over a longer-term period.

The major economic benefits are primarily related to increased capital expenditure in the short and longer term. The qualitative impact descriptions are relatively self-contained. Two stand out impacts that should be considered more are:

- > As the assets are improved, there may be an increased pressure in the Board to recover operating and maintenance costs from the User Groups. This may have a negative impact on the Users who may face higher fees and charges. These will offset benefits from the investments.
- > While there are range of multiplier effects from the capital, there is the potential for new business activity on site. These include indoor activities (karate and dancing), new sports (tennis, cycling, running) and new commercial activities. For example, the Masterplan identifies that commercial providers have discussed using the amphitheatre to deliver “additional events and festivals in the rural area”.¹¹ These activities will increase economic participation and diverse economic activity.

Any qualitative impacts that materialise are additional to the quantitative economic measures.

Social and community impacts

As a central community asset, social impacts from the investment will be many and meaningful.

Unfortunately, social benefits—like inclusion, connectivity and safety—are difficult to evaluate in the absence of existing surveys or other non-market measurements. We can draw inferences from other work that has looked at outcomes from similar but different investments.

The genesis of much of the onsite social impacts are the operations of the facility. For example, Masterplan support material identifies that:

- > Reserve “members contribute extraordinary amounts of time, equipment and funds to the various sporting and community projects.” Some estimates place the commitment at 70,000 volunteer hours.

¹¹ Board masterplan, p. 29.

- > The Reserve is used to support other social projects, for example the “Reserve receives additional assistance from the [NT] Department of Correctional Services who provide a team of low-risk trustees that perform routine property maintenance under the guidance of our staff.”¹² This participation supports integrating offenders back into a community.
- > Apart from the regular users, it is observed that “... there is an increasing usage of the grounds for non-formal activities such as walking, cycling, exercise classes, social ball activities, picnicking, barbecues, family events, weddings, concerts and other community gatherings.”¹³ In addition, the NT Police, Fire and Emergency Services, Australian Department of Defence and Impex utilise the Reserve and its facilities during the year.¹⁴

The impacts are described in the matrix. The consequences are hard to define.

A Community Centres SA study found that community centres across SA “...contribute to social capital formation by building networks, creating safety and trust in communities, promoting relationships between neighbours, and providing pathways to volunteering.”¹⁵ Some commentators have argued there is a social benefit in a more connected world saying “our reliance on each other grows as societies became more complex, interconnected, and specialized. Connection is a prerequisite for survival, physically and emotionally.”¹⁶ There is also the potential for improved cultural vitality, which “...is a function of creativity, connectedness, values, sustainability and engagement.”¹⁷ There is convincing evidence that “...local conditions (crime, area deprivation) are negatively associated with children's participation in physical activity.”¹⁸

Participation

The two key benefits drivers for participation are increase female sports participation and increased Aboriginal participation. In particular, the Masterplan notes that “the introduction of Women’s AFL, Club numbers have expanded by 15% in participants.”¹⁹ As noted earlier, 20 percent of the Litchfield population is of Aboriginal descent.

¹² Board masterplan, p. 9.

¹³ Ibid.

¹⁴ Ibid. pp. 6-7.

¹⁵ Izmir, G, Katz, I and Bruce, J (2009), *Neighbourhood and Community Centres: results for children, families and communities*, Social Policy Research Centre; cited in The SA Centre for Economic Studies (2013), *Economic and Social Impact Study: Community and Neighbourhood Centres Sector Final Report*, p 21.

¹⁶ Dr P B Rutledge, *Social Networks: What Maslow Misses*, Psychology Today, November 2011.

¹⁷ C Moretti and J Spoehr, *Valuing Social Outcomes Discussion Paper*, Flinders University Australian Industrial Transformation Institute, 2017.

¹⁸ Davison, K.K., Lawson, C.T. Do attributes in the physical environment influence children's physical activity? A review of the literature. *Int J Behav Nutr Phys Act* 3, 19 (2006).

¹⁹ Board Masterplan, p. 27.

Research has noted that sport policies which encourage female sport participation need to also consider a range of associated factors, including maximising infrastructure utilisation, gender equity, facility usage policies and developing volunteer capacity.²⁰

In terms of social exclusion, other research has noted key barriers for Aboriginal and Torres Strait Islander people to participate in sport include “...the difference and diversity of geographical location; the exclusiveness of the current structure of some sports; lack of financial resources; lack of role models working in and playing the game; lack of information and knowledge about the game, and the need for respect. In most remote Aboriginal communities, sports facilities still comprise an unmarked dusty paddock to practise football or cricket.”²¹

In a qualitative study of Aboriginal and Torres Strait Islander adolescents, Fitch, Ma’ayah, Harms and Guilfoyle demonstrated that involvement in sport positively influenced a wide range of areas including their motivation for education, school engagement, planning and decision-making, interpersonal skills and development of a more positive and empowered identity.

Generally, the Reserve supports excellent social outcomes, and the absence or diminution of the Reserve would impact greatly on those outcomes.

Environmental impacts

Environmental impacts are difficult to estimate without specialised tools and research. At the centre of the likely impacts is improved irrigation to minimise water usage and waste, the adoption of smart technology for infrastructure management and enhance species selection and landscaping.

Specifically, on the infrastructure technology, Council “...has commissioned advice on Smart Technology use covering a range of technology applications plus sought advice on the introduction of solar power to assist with the day-time power use at the Reserve.”²² This should materialise into “a fully integrated computer-controlled system which enables the Reserve to be watered at night to reduce the overall wastage of water through over-watering, evaporation and leaks. This system should include an in-line fertilisation method reducing additional manpower.”²³ This is supported by the expert engineering advice with says AFL, NRL, Soccer and Cricket fields should be irrigated via an automatic sprinkler system. These areas could be irrigated at night to minimise water consumption and operational labour costs.²⁴

²⁰ M. Casey, J. Fowlie, M. Charity, J. Harvey & R. Eime (2019) The implications of female sport policy developments for the community-level sport sector: a perspective from Victoria, Australia, *International Journal of Sport Policy and Politics*, 11:4, 657-678, DOI: 10.1080/19406940.2019.1618892

²¹ Oliver, P., Sport’s role in closing the gap for Australia’s First Nations people, *Sports and Development*, <https://www.sportanddev.org/en/article/news/sports-role-closing-gap-australias-first-nations-people>

²² Ibid, p. 6.

²³ Ibid.

²⁴ Irwinconsult. Recommendation.

These changes yield benefits such as improved efficiency, enhanced environmental sustainability, improved citizen engagements, improved government agencies, eliminating system redundancy, saving operating costs, streamlining workers responsibilities²⁵, improved speed, improved environmental services, better health outcomes,²⁶ lower transaction costs, lower coordination costs, higher productivity and improved asset utilisation.²⁷

Quantifiable impacts

The impact matrix identified 11 impacts which are fully or partially quantifiable. Most of these (10) impact the economy, and one impacts society. The impacts are grouped into major segments and discussed.

There are caveats on these estimates:

- > Some aspects are partially quantified. This means the results are partial at best, and are intended to enhance the understanding of magnitudes.
- > Attribution in a multi-project platform is complicated. For example, the 104 projects are spread over nine years with four funding groups, whereas the BBRF application covers 10 key projects over two funding years. It is more efficient to estimate the entire project impact and allocate some causality to BBRF.
- > There is uncertainty in option outcomes. Doing nothing, and going slow options retain a non-zero risk that the Reserve will not exist at some point in time, which will create costs to the community. Some estimation of probability is needed to determine the expected impact rather than absolute impact.

Capital formation and impact

Project outflows are costs; however, they are captured in national accounting as new capital formation. This means in total the projects generate a \$34-40 million increase in gross capital formation. If BBRF participation is successful, it would be a strong injection into the Northern Territory economy.

Recent published multipliers for the NT are not easily available. We have estimated from income data that it is reasonable to assume for each \$1 million of new activity in the NT approximately 9.3 full time equivalent (FTE) positions are supported. Based on the total project profile, FTEs supported are between 8 and 66 depending on the year, illustrated in Figure 14.

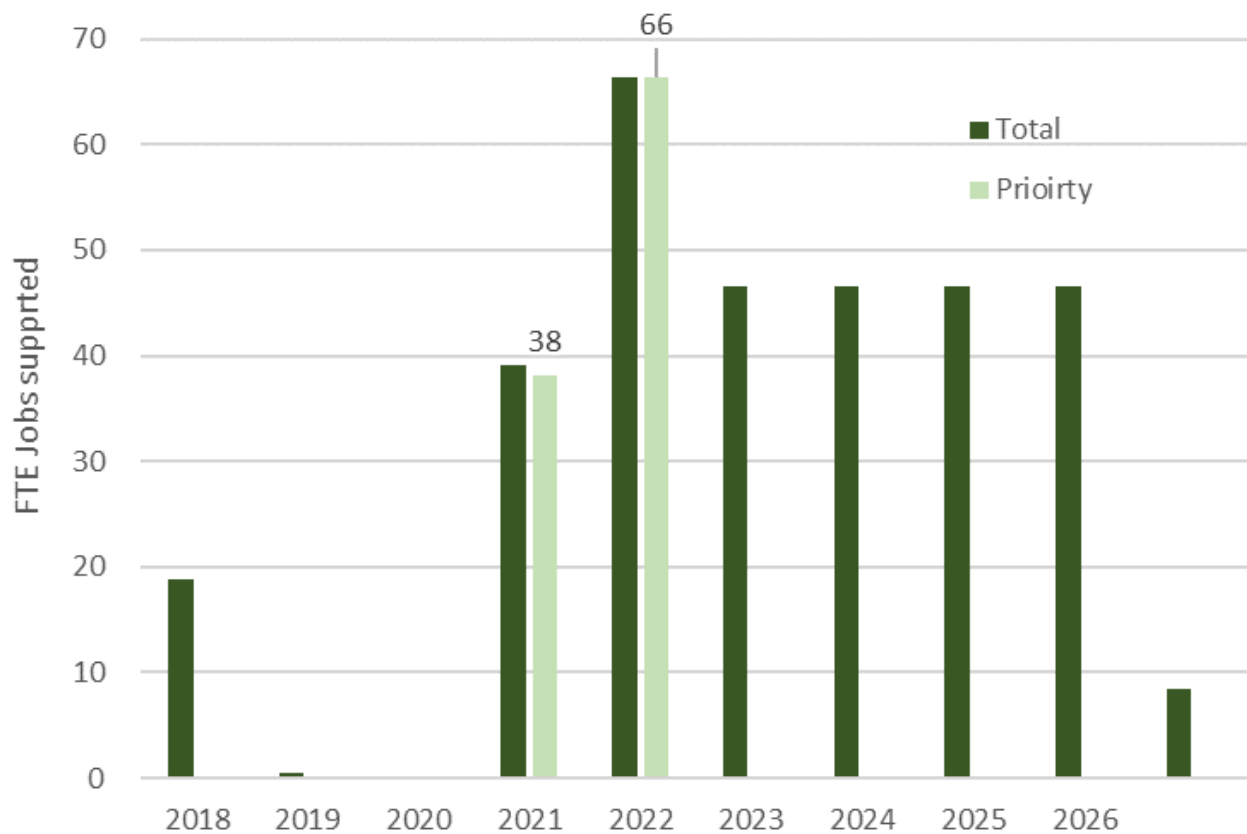
For the 10 priority projects in the BBRF, employment is 38 FTE growing to 66 FTE. Of these, up to 13 FTE could be Aboriginal.

²⁵ K Smith, *How to ensure smart cities benefit everyone*, The Conversation, November 2016

²⁶ S P. Mohanty, U Choppali, and E Kougianos, *Everything You wanted to Know about Smart Cities*, IEEE Consumer Electronics Magazine, Volume 6, Issue 3, 2016.

²⁷ Deloitte, *Smart Cities: How rapid advances in technology are reshaping our economy and society*, GovLab Version 1.0, November 2016.

Figure 14: Employment supported during construction



The total employment profile, including all direct capital expenditure within the Masterplan, and wider project impacts in the Litchfield economy are summarised in Table 4. An additional peak of 39 FTE per year is feasible in the years the BBRF will cover. Of those. An additional 8 FTE could be Aboriginal.

Table 4: Employment impacts

Year	Capex FTE		Wider impacts			
	Total	ATSI	LGA Direct	LGA Indirect	Total	ATSI
2018	19	4	6	5	11	2
2019	0	0	0	0	0	0
2020	0	0	0	0	0	0
2021	39	8	12	11	23	5
2022	66	13	21	18	39	8
2023	47	9	15	13	28	6
2024	47	9	15	13	28	6
2025	47	9	15	13	28	6
2026	47	9	15	13	28	6
2027	8	2	3	2	5	1

The other major impact of the capital expenditure alone is direct and indirect uplift in the Litchfield area gross regional product (GRP). We have applied the capital expenditure profile to the Australian Urban Research Infrastructure Network, Economic Impact Analysis Tool for Litchfield.

Over the life of the project, the gross fixed capital expenditure will generate an additional \$15 million in direct and indirect GSP, with 75 per cent of the growth experienced in the construction sector. Other industry sectors that will gain a minor increase in GRP are *Rental, Hiring and Real Estate Services, Manufacturing, Electricity, Gas, Water and Waste Services, Wholesale Trade, Transport, Postal and Warehousing, Professional, Scientific and Technical Services and Administrative and Support Services*.

Leverage

BBRF funding will provide leverage to support the entire funding profile of the Masterplan project list. Historically, the Northern Territory has supported a range of upgrades: amenities and ablutions, wayfinding, lighting and electrical upgrades, parking and access roads, user facilities upgrades, and underpinning maintenance assets. They have also provided significant support to Darwin city sports complexes.

The community—User Groups, Board and the Council—work together as well, with the Masterplan noting:

Development of club-based assets within the Reserve is determined by the User Groups. These groups drive the design, documentation and funding priorities based on their own plans, working with both the Board and Litchfield Council. Funding for many User Group projects will be sourced through Northern Territory Grants, Ausports Grants, sponsorship and independent fund-raising within their membership network.

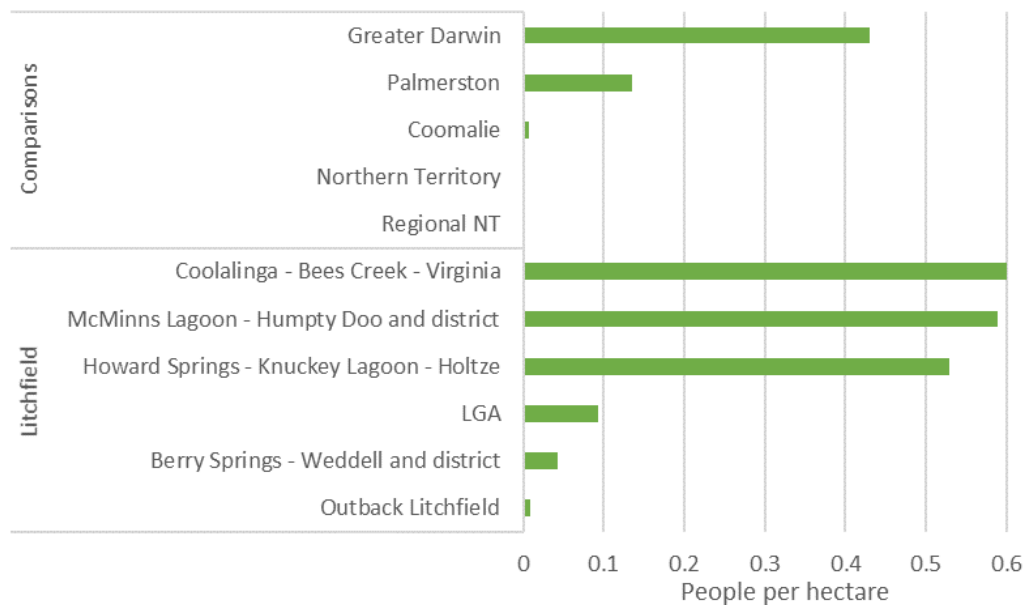
Litchfield intend to use any success in BBRF funding to extend discussions to leverage funds from the NT Government, which will build on funding. The leverage ratio could be as high as 4:1.

Costs to Individuals

The main impact that is quantified is the value of potential travel time and vehicle operating costs in the event the Reserve becomes unavailable because of the impact of the challenges identified (no buildings, too much risk, insufficient capex).

Under the baseline there is a chance that current users would need to access an alternative facility. The population is highly dispersed across Litchfield, with ratios of people to hectare ranging from less than 0.1:1 up to 0.6 (see Figure 15). This dispersion means there is no immediate natural alternative facility for all users.

Figure 15: Population dispersion



Using Google maps, we have estimated proxies for the potential impact of Users having to attend an alternative facility. The sampled alternate facilities are the heavily subsidised Marrara Sporting Complex in Darwin,²⁸ and the Asbuild Sporting Complex in Palmerston. Table 5 identifies for different Litchfield localities the difference between the alternative and the Reserve in average kilometres and mean peak hour travel times. Only residents of Knuckey Lagoon and Holz gain benefits, the rest of Litchfield has to travel further and longer.

Table 5: Estimated excess travel times to alternative complexes (Litchfield locations)

Litchfield location	Marrara Sporting Complex [Darwin]		Asbuild Sporting Complex [Palmerston]	
	Kms	Mins	Kms	Mins
McMinns Lagoon	25.4	23.5	10.9	10
Humpty Doo	27	26	12.5	12
Herbert	22.8	24	8.3	8
Girraween	23.2	21.5	8.4	10
Howard Springs	13.6	15	-0.9	2
Knuckey Lagoon	-11.3	-9	-10	-7.5
Holtze	-2.3	0	-8.7	-6.5
Virginia	19.3	18	4.8	5
Bees Creek	26.8	25.5	12.3	13
Berry Springs	20.2	23	3.4	3
Weddell	24.9	24	9.1	10
Lambells Lagoon	26.4	20.1	11.9	6.6

²⁸ Marrara received \$71.5 m support from the NT Government. Litchfield Council, (Draft) Priority Project 01: Freds Pass Sports and Recreation Reserve Funding, 2021.

Using two elementary methods derived from Australian Transport Assessment and Planning guidelines—value of marginal vehicle operating costs and the value of travel time saved—we can estimate avoided transport costs to the consumer if the Reserve is not closed.

The avoided vehicle operating costs, conservatively, amount to \$1.31 million per annum, and avoided travel time amounts to \$1.48 million per annum. Assuming only a 50 per cent chance of Reserve failure, the NPV at 7 per cent of the benefits are \$5.2 million and \$5.9 million respectively, or \$11.1 million.

Health and safety

The priority projects will enable easier access and more supporting assets and new activity options for the population. Increased recreational activity has a direct impact on community health and wellbeing. Measuring the impact of this is difficult, however, research illustrates the potential for significant systemic impacts from improved health and wellbeing.

The World Health Organisation (2010) has said, “that physical inactivity is the principal cause of approximately 21-25% of breast and colon cancer burden, 25% of diabetes and approximately 30% of heart disease”. In Australia, it is understood “60% of Australians aged 15 and over... do not undertake sufficient physical activity to confer a health benefit. The proportion of people with insufficient levels of physical activity has increased with age, with 80% of women aged 75 and over not undertaking sufficient physical activity”.

The direct benefits of increased physical activity across the population include improved mental health, a reduced risk of cardiovascular and metabolic disease, obesity, osteoporosis and colon cancer.

For children, additional physical activity assists reduce childhood obesity and the development of disease in later life. For older people, the benefits include increased functional capacity.²⁹ It has been noted “Healthy practices established early in life, such as adequate physical activity, a balanced diet with sufficient fruit and vegetables, may continue into adolescence and adulthood, thereby reducing a person's risk of developing conditions such as heart disease and diabetes. Conversely, risk factors such as being overweight or obese in childhood may increase a person's risk of developing such health conditions later in life.”³⁰

²⁹ T Kokolakis, A Pappous, A Sakis and S Meadows, The Impact of the Free Swimming Programme in a Local Community in the South East of England: Giving with One Hand, Taking Away with the Other, Int. J. Environ. Res. Public Health 2015, 12, p 4463 and J Tower, K McDonald and B Stewart, Community Benefits of Victorian Aquatic and Recreation Centres, Institute of Sport, Exercise and Active Living Victoria University, 2014.

³⁰ ABS, Health Conditions and risks: Children's risk factors (2017-18), December 2018

Aboriginal and Torres Strait Islander young people who participated in sport were 3.5 times more likely to report good general health and 1.6 times more likely to have no probable serious mental illness than those who did not participate in sport.³¹

An increase in distance to and decrease in number of sports facilities were associated with a decrease in physical activity, suggesting that changes in availability of facilities may affect physical activity levels.³² Regular participation in physical activity has positive physical, emotional, social and mental health benefits in children and adolescents³³.

The impact of making improvements to these diseases at a population level would be profound. The costs of physical inactivity are not immaterial—in Australia in 2016 a globally based estimate concluded the cost was US\$555.6 million, of which 67 per cent is paid for by the public sector.³⁴

Only very small activity gains have the potential to release several million dollars of recurrent health benefits to individuals and government. If these were estimated for the Reserve, which is a naturally active asset, the returns would outweigh the total cost easily.

Results Summary

From the additional GRP and avoided travel costs, when comparing the baseline to counterfactual (including BBRF), the assessment suggests at a minimum cost benefit ratio around 1.14:1 (seven per cent discount rate). The results are summarised below. The contribution of the Australian Government to this is \$10 million.

To be clear, the project is investment ready, and has a positive benefit to cost ratio with just a few quantifiable impacts. We are confident that, on the balance of probability, if the other 25 qualitative impacts were measured the returns to Litchfield and the NT would significantly outweigh the overall Masterplan project costs.

	3%	7%	10%	Nominal
Project costs	\$29.48	\$22.34	\$19.29	
Benefits	\$31.31	\$25.55	\$18.97	
BBRF Contribution				\$0
Additional Costs	0	0	0	0
Net Benefit	\$1.83	\$3.21	-\$0.32	
BCR	1.06	1.14	0.98	

³¹ May, T., Dudley, A., Charles, J., Kennedy, K., Mantilla, A., McGillivray J., Wheeler K., Elston, H., Rinehart, N.J., Barriers and facilitators of sport and physical activity for Aboriginal and Torres Strait Islander children and adolescents: a mixed studies systematic review, 2020, BMC Public Health 20:601

³² Halonen, J.I., Stenholm, S., Kivimäki, M., Pentti, J., Subramanian, S.V., Kawachi, I., Vahtera, J., Is change in availability of sports facilities associated with change in physical activity? A prospective cohort study, Preventive Medicine, Volume 73, 2015, Pages 10-14, ISSN 0091-7435, P. 10.

³³ L. J. Reece, C. McInerney, K. Blazek, B. C. Foley, L. Schmutz, B. Bellew and A. E. Bauman, Reducing financial barriers through the implementation of voucher incentives to promote children's participation in community sport in Australia, 2020, BMC Public Health 20:19

³⁴ Dr T Kolbe-Alexander, "Move it or lose it", UQ News 28 July 2016.

Annex: Key Assumptions

For the quantifiable impacts, the key assumptions are listed below.

Assumption	Unit	Value	Note	Source
DCF				
Discount Rate - Moderate	%pa	7	Real rates	Practice and BBRF CBA guide
Discount Rate - Low	%pa	3	Real rates	
Discount Rate - High	%pa	10	Real rates	
Start Year	actual	2018		Board Masterplan
Start Year	bid for	2021	BBRF	Litchfield Project Priorities
Probabilities and proportions				
BBRF attribution	%	25	Estimate benefit allocate BBRF% of funding	Delos
NT Gov	%	50		Delos
Community	%	25		Delos
Closure probability (nothing and baseline)	%	50	Scales the benefits to event likelihood	Delos
Infrastructure				
Direct employment support - construction	FTE/\$m	9.3	Median total income, grossed up 50%	Delos
ATSI pop share	%	20	Range 15-21%	NT Treasury forecasts
Traffic				
Vehicle Operating Costs-2013	c/km	30.2	Rural FLAT, Curvy Medium car 8m width	ATAP, road parameter values, p 49
VOC-2021	c/km	30.3	Adjusted for transport CPI Darwin	
Activations	#/year	528000		Litchfield
Share-Darwin	%	60.00		
Proportion cars	%	68	Travel to work in car proxy	
Proportion in Litchfield	%	70		
Movements	#/year	251328		
Median to Darwin	km	23		
Median to Palmerston	km	9		
Gross VOC-Darwin	\$m	1.76		
Gross VOC-Palmerston	\$m	0.65		

Assumption	Unit	Value	Note	Source
Weighted potential VOCs	\$m	1.31		
Travel time value-2013	\$/hr	14.99	Private non-urban	ATAP, road parameter values, p 19
Travel time value-2021	\$/hr	15.05		ATAP (price adjusted)
Occupancy	pax	1.5		
Median to Darwin	hrs	0.36		
Median to Palmerston	hrs	0.11		
Gross travel time - Darwin	\$m	2.06		
Gross travel time - Palmerston	\$m	0.62		
Weighted potential Travel time	\$m	1.48		
General or other				
CPI - NT Non volatile 10 yr CAGR	%	1.3		Delos, based on ABS CPI
Closure probability	%	50	Scales the benefits to event likelihood	Delos

As time has passed since the Masterplan was first prepared, some reprofiling of capital and financing was required to generate economic impacts. The updated profile is below.

Year	Project						Financing					
	Base Profile	Cumulative Base	Cumulative Base Spend	Reprofiled Priority Spend	Adjusted Cumulative Profile	Adjusted spend profile	BBRF	NT	Council/Community	Profile	Cumulative	Gap
2018	4,558,000	4,558,000	2,030,000		2,030,000	2,030,000			2,030,000	2,030,000	2,030,000	0
2019	2,508,310	7,066,310	2,080,000		2,080,000	50,000			50,000	50,000	2,080,000	0
2020	8,025,000	15,091,310	2,080,000		2,080,000	0			0	0	2,080,000	0
2021	5,555,000	20,646,310		4,200,000	6,280,000	4,200,000	5,000,000		321,616	5,321,616	7,401,616	1,121,616
2022	1,930,000	22,576,310		7,140,000	13,420,000	7,140,000	5,000,000	5,000,000	321,616	10,321,616	17,723,231	4,303,231
2023	3,580,000	26,156,310		5,000,000	18,420,000	5,000,000		5,000,000	321,616	5,321,616	23,044,847	4,624,847
2024	1,040,000	27,196,310		5,000,000	23,420,000	5,000,000		5,000,000	321,616	5,321,616	28,366,463	4,946,463
2025	1,515,000	28,711,310		5,000,000	28,420,000	5,000,000		5,000,000	321,616	5,321,616	33,688,079	5,268,079
2026	5,620,000	34,331,310		5,000,000	33,420,000	5,000,000			321,616	321,616	34,009,694	589,694
2027	0	34,331,310		911,310	34,331,310	911,310			321,616	321,616	34,331,310	0
Total	34,331,310			32,251,310		34,331,310	10,000,000	20,000,000	4,331,310	34,331,310		

Annex: Glossary

	DEFINITION
ECONOMIC	Economic impacts affect the level and allocation of resources; usually from changes in the market value of some system, process, or resource caused by an intervention. They may be changes in indicators such as unemployment or the presence/absence of an industrial sector. Some indicators might be profits, wages, property values, productivity, business activity, and the quality or quantity of jobs.
SOCIAL	Social impacts consider human impacts. Some indicators might include changes in the way in which a community is organised, community safety, changes to the ethnic composition of a neighbourhood, burden of disease or the number and types of active community organisations. Social impacts necessarily incorporate cultural impacts, require non-market valuations and are difficult to quantify.
ENVIRONMENT	Environment impacts consider changes in environmental services such as air, water, soil, ecosystems and wildlife habitat as they affect social interaction. Environmental impacts can cause changes to the environment perceived to be deleterious or undesirable and can include non-market services such as an improvement in visual amenity. These impacts can require specialised skills and are difficult to price and quantify.
QUANTITATIVE	Quantitative impacts are additional, measurable and have a reliable data source or defensible assumptions that can be used to measure actual marginal gains or losses. These impacts are likely to have established markets, well-formed prices and quantities and can be measured in dollar terms.
QUALITATIVE	Qualitative impacts are those that can be identified in-principle based on research or reasonable assumptions, but can only be understood in terms of expected magnitude and direction. They generally cannot be measured because they lack the properties of quantitative impacts or lack a methodology to quantify the impacts. Qualitative assessments can be summarised and ranked using ordinal techniques, and improved with survey techniques.
TRANSFER	A value transfer occurs when there is no additionality even though there is change in wellbeing or utilisation. This is an issue with regional and localised analyses. Some activity <i>reorganises</i> resources in a zero-sum game—an intervention will have an impact in one location, which will have an equal offset in another location.
DIRECT IMPACT	A direct impact is measured based upon a causal change on the actual resources consumed or induced from a project (such as physical construction of a building or new wages from a new business)
INDIRECT IMPACT	An indirect impact is consequent on direct impacts, where a benefit or cost will have an impact beyond its direct effect (such as employment created from additional expenditures in service industries, or additional economic activity induced from new employment). These effects can be measured using a range of tools from simple input-output multiplier analysis through to complex dynamic computable general equilibrium approaches.

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Master Plan 2018 - 2027

Fred's Pass Sports and Recreation Reserve
Management Board Inc.

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Acknowledgement

This Master Plan was developed with the input of many individuals. The many User Group had input through meetings, through individual interviews and through data sheets and surveys. The Freds Pass Sporting and Recreation Management Board and Management Team had input through meetings and one to one interviews with some Board members and the Management Team. The public had input through a survey undertaken at the Markets and at the Show and in an On-line format. Telephone interviews occurred with a range of potential users along with several casual users of the Reserve. Litchfield Council Management team were consulted and the Draft Master Plan presented to the Litchfield Council for consideration. Input was wide ranging.

Indicative prices were sought from User Groups, from a builder and from a Quantity Survey.

We thank those all involved who gave of their time and to make comments on the future development of the Reserve.

Sharyn Innes

Sharyn Innes Consultancies Pty Ltd

Chairman's Message

The Fred Pass Reserve Master Plan combined with the Engineering and Irrigation Master Plans builds a vision for the future of Freds Pass Reserve. The Plan covers a period of eight years and is a guiding document for the Litchfield Council and its community, the Northern Territory Government, for the User Groups and the Management Board in the development of the Reserve's infrastructure requirements.

The Master Plan seeks to ensure that planning and infrastructure is available which aligns the development of the basic building blocks of roads, parking, power, water, irrigation and drainage with the planned growth of each user group. This will enable the Clubs and the Reserve to service their members and the wider rural community of Litchfield.

We thank all those involved for their input and ideas and we look forward to working with the sporting and community clubs, the Litchfield Council and the Northern Territory Government to make Reserve a facility at the heart of the rural community where generations of rural families play sports and attend community activities for now and into the future.

Judy Cole

Chairman

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1 Executive Summary

The Master Plan builds on the original 2014 Master Plan which highlights major infrastructure requirements for the Reserve. Since the instigation of the 2014 Master Plan, the Reserve, with the assistance of the Northern Territory Government, Litchfield Council (the Council) and the untiring work of the many User Groups have improved much of the infrastructure at the Reserve.

The Plan covers works for a time frame of eight years and will need reviewing each year with a full review every four years due to the changing needs of sporting groups, recreational and social users within the rural community.

The Council and the Reserve's Board and Management Team have coordinated an extensive range of capital works as a result of NT Government grants which have resulted in critical power and road infrastructure being constructed. This has further been complimented by many of the User Groups having their own Master Plans for infrastructure development. The User Group clubs have been very active in planning and developing a range of infrastructure and base level assets. The clubs have achieved much through the gaining of grants, maximising sponsorship through local businesses and the contribution of volunteer time to complete improvements. Without this grass level contribution much would not be achieved.

The Reserve developed an Engineering Master Plan in 2015 which detailed a range of road, drainage, power and signage development. In 2018 the Council developed a complimentary Irrigation Master Plan which seeks to address the dropping water tables within the local aquifer and to improve the irrigation systems and supply of water to each of the major facilities and ovals. The Council has commissioned advice on Smart Technology use covering a range of technology applications plus sought advice on the introduction of solar power to assist with the day-time power use at the Reserve.

The Master Plans were reviewed, options discussed with the Board and each Club consulted regarding their future requirements and assessment of what has been undertaken.

There have been substantial variations since the previous Master Plan, as the needs of each sport and recreational group have changed. User Group and community visitors have grown from an estimated 240,000 to over 528,600. During that period over 70,000 volunteer hours per year were contributed to the development and management of the user group clubs and organisations.

Other considerations such as the population growth in the Litchfield region with the focus on younger families, the impact of those residents living in the southern urban areas of Palmerston utilising the Reserve as their preferred sporting venue, the growth of female participation in sports and the need for additional change rooms and amenities have all been considered and included within the infrastructure needs of the Master Plan.

Key infrastructure requirements for base level infrastructure include:

- Upgrade of the irrigation for all fields to moisture sensitive irrigation systems
- Improvements to road infrastructure and drainage across the Reserve
- Development of the Community Centre
- Use of Smart Technology in the management of assets
- Introduction of Solar Power to offset power charges
- Upgrades to power and lighting infrastructure across the Reserve including the use of LED lighting
- Sub Master Plan for the Equestrian Groups to enable the development of the sand arenas and associated areas
- Removal of a range of uncertified structures and certification of the remaining uncertified structures
- Consolidation of portions of land

- Acquisition for additional land to meet the growing sporting and recreational needs of the rural community.

Each Club has then listed their individual requirements and those clubs will work with the Reserve, with Government, with their sponsors and their members to make their priorities a reality.

To enable the Master Plan to be a reality into the future, the Litchfield Council, the Reserve Board, Management Team and each of the User Groups will have to work together to consult regularly about development within the Reserve. They will work with Government at a Territory and Australian Government level to ensure the Reserve can meet the growing and changing needs of the rural population.

2 Purpose of Document

The Plan takes into consideration the upgrades to power, construction of new amenities, improvement to sporting venues and to the road infrastructure. Considerable planning and improvements have been done as a result of the Engineering Master Plan and draft Irrigation Master Plan.

There has been significant works undertaken by many clubs on the Reserve as a result of seed funding from the NT Government and the Division of Sport and Recreation. With this seed funding, many of the clubs, their sponsors and their volunteers have continued to work hard and give their time and money to further develop their facilities in line with their Master Plans and the Freds Pass Reserve Master Plan.

This Plan seeks to plan the pathway for the next eight years of the development of the Reserve, its infrastructure and combine the various Master Plans and infrastructure plans of each of the key User Groups. This document then can be utilised as a Master Plan which encompasses the infrastructure development for the Reserve and its many User Groups.

From time to time due to the changing dynamics of the sporting and recreational user of the Reserve there will be additional infrastructure requirements which are not included with in this plan. This could be due to the introduction of a new sport or recreational use at the Reserve or due to the changing make-up of the clubs.

3 Vision Mission and Values

3.1 Vision

To continually develop and promote Freds Pass Reserve as the social, sporting and recreational heart of the Litchfield rural community.

3.2 Mission

To develop, market, manage and maintain Freds Pass Reserve (the Reserve) as a social, sporting and recreational precinct for the benefit of the Litchfield municipality and the surrounding rural communities. We will achieve this by:

- Working collaboratively with Litchfield Council, our User Groups and the Northern Territory Government
- Having good governance and solid financial management practices
- Having relevant and timely communications with our User Groups and stakeholders
- Ensuring employees are trained, skilled and have access to further professional development
- Having decisive decision-making processes with timely follow through
- Providing a regular routine maintenance service for the facility and our User Groups
- Seek funding, in conjunction, with our User Groups to invest in the development of the Reserve
- Developing and maintaining a sponsorship base
- Having a united vision and speaking with one voice.

3.3 Values Statement

We believe and uphold the following values:

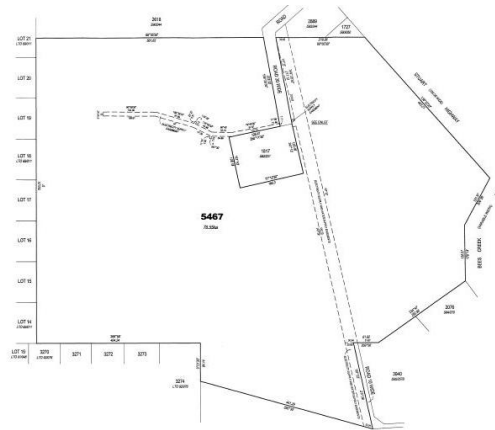
- Investing in the social wellbeing of our community
- Accountability to our stakeholders, funding bodies and User Groups
- Being honest in all our business dealings
- Being transparent in our decision making
- Respecting the opinions of User Groups, stakeholders and individuals
- Being approachable and having a positive attitude.

4 Land and Building Ownership

There are two parcels of land within the Reserve area both of which are owned by the Litchfield Council. These are Section 1817 and 5467 Hundred of Strangways.

Section 1817 is 2.2 hectares and is owned by the Litchfield Council. This land has a power easement in favour of Power and Water Corporation. Section 5467 is 78.5 hectares and has electrical and water supply easements across the Section. Council could in the midterm consider consolidation of the two sections of land to allow for structures or car parks to be built across the boundaries of those sections.

As the owner of the land, Council owns all built assets on the Reserve. The Council has an assets list covering those assets on the Reserve.



The land is zoned Organised Recreational (OR).

The User Groups on the Reserve who build new assets, must get permission from the Board and Council and ensure that building permits and Certificates of Occupancy/Completion are lodged along with all approved drawings. In giving approval, the Board and the Council take into consideration the impact on additional power, water, irrigation and drainage within the Reserve. The Council works closely with the Management Board to ensure all developments are in line with the Board's Master Plan, Engineering Plan, Irrigation Plan and the vision of the Reserve.

The Council has a formal lease with the Freds Pass Sport and Recreation Management Board to manage the Reserve on their behalf. The lease delegates the development and management of the Freds Pass Reserve to the Board.

There is a third parcel of land, Part Section 2889 Hundred of Strangways called the Graveyard which is used for cricket car parking and storage. The Board has an Occupancy Licence (Licence Number 3746 (OL 3746) for this area which is renewed every 12 months. The site is adjacent to the cricket oval. This site has been ear- marked for a junior cricket and AFL field. To acquire this land would require a formal application process.

5 Corporate Governance of the Reserve

The Board is a volunteer group made up of community members with various levels of expertise who give their time free of charge to assist in the development of sporting facilities for the greater rural community.

The Reserve is a complex business which needs to be directed strategically and in the best interests of all User Groups. The Reserve has a limited budget and receives a yearly operational subsidy from Council as its primary source of income. Additional User Group payments and hire fees cover the day to day operational costs of the organisation.

The Management Team is comprised of a full time Operations Manager, part time Accounts Officer, Facilities (bookings) Coordinator, Grounds Supervisor and two grounds persons.

There are three on-site Caretakers who coordinate a variety of after-hours activities including the securing of the Reserve.

The Reserve receives additional assistance from the Department of Correctional Services who provide a team of low-risk trustees that perform routine property maintenance under the guidance of our staff.

This assistance is invaluable and ensure the Reserve is kept safe, clean and presentable for User Groups, residents and the community.

6 History

6.1 Overview of development

In December 1976 “The Reserve” started out with thirteen hectares of Crown Land. Over the years and through the dedication and hard work of many community groups the Reserve has emerged as a facility that caters for approximately 10,000 users each week.

In many cases, the ovals, playing fields and grounds were carved out of bushland by volunteers who loved their sport. User Groups applied to Government for seed funding and worked with local businesses who dedicated their time, equipment and energy. Consolidating substantial sponsorship and fundraising initiatives such as kiosks, bars and raffles enabled them to create the Reserve that is of a major benefit to the community.

The Litchfield Council has over many years, provided critical operational funding to ensure that the Reserve can be maintained and managed in an appropriate manner. Over the years there have been various Boards, managers and staff who have endeavoured to maintain the grounds and facilities, some with more expertise than others. The Reserve management is further assisted with in-kind

support by Council, Department of Correctional Services and many sporting club volunteers.

The Reserve is the focal point of the Darwin rural community. There are 23 User Groups and a wide range of other users who utilise the ovals or spaces during the year. The Reserve is home to the Freds Pass Rural Markets, has hosted the Freds Pass Rural Show for nearly 40 years and has over 528,600 individual user visits per year.

The Reserve provides the rural area of Darwin with a sporting and recreational hub that can be accessed by over 40,000 residents from the rural, Palmerston and Darwin areas each year.

The facilities include multiple polocrosse fields, cricket ground with turf wicket and practice nets, rugby league and rugby union fields, equestrian fields and enclosures, Multi-Purpose Shed, Indoor Arena, soccer pitches, AFL football oval, social gathering areas and an archery range. Many of these areas are utilised by several User Groups who coordinate their activities to maximise the use of the facilities.

Critical times include mid-week practice nights and weekend fixtures. The infrastructure which was built by the community and government resources requires maintenance, upgrades and redevelopment to meet population growth demands of the region.

The rural community has the highest formal sport participation rates in the Northern Territory (23.53% of rural residents) with teams that cover all ages, grades and competencies.

In addition to the formal training fixtures operated by the User Groups there is an increasing usage of the grounds for non-formal activities such as walking, cycling, exercise classes, social ball activities, picnicking, barbecues, family events, weddings, concerts and other community gatherings. The Reserve is the rural community’s primary sport, recreation and social hub for participation.

7 Location of the Reserve in relation to population centres

Located within the heart of the rural area, the Reserve is the major sporting and recreational precinct outside the Darwin CBD and Marrara Sporting Complex. Palmerston has a range of high-quality venues which are located around Palmerston in a divided manner.



The Reserve is central to the following growing communities:

- Berry Springs
- Humpty Doo
- McMinns Lagoon
- Mitchell Creek
- Noonamah
- Bellamack
- Coolalinga
- Herbert
- Virginia
- Johnson
- Howard Springs
- Girraween area
- Bees Creek
- Zuccoli
- Weddell (future development)
- Rosebery
- Holtz
- Lambells Lagoon
- Moulden
- Mitchell Creek

Many competitors travel from the inner-city, northern and northern beach suburbs for weekly fixtures at the Reserve.

Many residents of Palmerston's southern suburbs such as Bellamack, Roseberry and Zuccoli choose to take part in activities at Reserve due to the range of sporting and recreational venues and the ease of access.

8 Demographics

Regional statistics indicate that Litchfield Council has a population of 25,357 residents. Current catchment for the Reserve is probably closer to 40,000 people when those residents from Palmerston's southern suburbs are included.

As further development occurs in the Coolalinga/Humpty Doo areas and housing densification continues, the population in the rural area will grow along with the demands on the Reserve.

9 Current Utilisation by User Groups

9.1 Overview

The Reserve has a wide range of User Groups that utilise the facility. No one facility is dedicated to one sport or User Group apart from Archery. Most fields and facilities are shared by sporting groups and active recreational groups. There are a range of other users including schools, NT Police, Fire and Emergency Services, Dept of Defence, Inpex and others who utilise the Reserve and its facilities during the year. Growth in User Groups visits over the past four years have increased to an estimated 528,600 visits per year.

The Board is encouraging all groups to work towards amalgamation to maximise the use of resources across the Reserve. Currently the sharing of fields or facilities is on a formal or informal basis. This includes areas for additional training fields, social games and equestrian warm up activities. Active recreation groups such as Dog Training, Quilters, Paintball and Hash House Harriers utilise the Reserve on a regular basis varying from daily to several times a week.

Space	User Groups
Rugby League fields x 2	Rural Athletics and Litchfield Bears Rugby League utilised 4 nights per week for training and for weekend fixtures. Also, for local schools' sports competitions, Freds Pass Show and special events
Norbuilt AFL Field	Southern District AFL - Used four nights per week and weekend fixtures for 30 weeks/year. Used for Soccer/Cricket junior training and Touch football during the off season
Cricket Oval	Southern Districts Cricket Club - three nights per week and weekend fixtures. Used by AFL - 3 nights a week for training during their 30-week season.
Litchfield Football Club Soccer fields	Used for Soccer training two nights per week and for weekend fixtures. AFL Juniors training for up to 30 weeks per year.
Indoor Equestrian Arena	Used each day and weekends by Darwin Show Jumping Club, Darwin Dressage Club, Noonamah Horse and Pony Club, Darwin Quarter Horse Association, Equestrian NT, NT Show Horse Association, Polocrosse (training) and private training for clinics, competitions and carnivals.
Equestrian Field - Main Arena	Darwin Show Jumping Club, Darwin Dressage Club, Noonamah Horse and Pony, Darwin Quarter Horse Association, NT Show Horse Association, Equestrian NT (training and competitions), Dog Training groups, school sports, Freds Pass Show, school groups and occasional Polocrosse.
Wilkie Field	Equestrian NT, Hash House Harriers, Freds Pass Show, Rugby League, Darwin Dressage Club
Multi-purpose Shed	Freds Pass Rural Markets, special events, Freds Pass Show, fitness training, Hash House Harriers
Palmerston Polocrosse field	Darwin Show Jumping Club, Darwin Quarter Horse Association, Equestrian NT, Positive Dog Training, school groups and is the warm up field for Polocrosse events.

Polo Cross Fields x 5	Darwin Show Jumping Club, Darwin Quarter Horse Association, Positive Dog Training, Howard Springs/Noonamah/Palmerston/Litchfield/Humpty Doo Polocrosse Clubs, Freds Pass Show, NT Polocrosse.
Swamp Dogs Rugby Union field	Two nights per week and for weekend fixtures. Touch football when other fields are in use
Gully and creek areas	Archery and Paintball, Hash House Harriers (start base Wilkie Pavilion) and trekkers on occasion. Part of the area is fenced and is for club use only.
Old Community Hall	The Show Society
Wilkie Pavilion	Hash House Harriers, Freds Pass Show, Rugby League, community events, training briefings for a range of school sporting groups.
Lakeview Hall	Freds Pass Playgroup – twice per week Polocrosse every weekend plus 2 nights per week in the dry and for meetings during the wet. Weddings and other community events, Australia Day events, junior equestrian training camps and User Group Meetings
Beehive conference room	Quilters Group - every Tuesday one Saturday each month. Regular use by User Groups and others for meetings Freds Pass Show, Board meetings and Club AGMs.

There are a range of other User Groups that use the Reserve several times a year including:

- Bees Creek Primary School
- Seniors Week celebration
- Annual Fire Fighters Games
- INPEX (social days)
- Palmerston and Rural cluster school sports
- Litchfield Christian School
- NT Schools Sports
- Individuals weddings and celebrations
- Defence exercises
- Northern Immigration Centre detainee recreation

9.2 Utilisation of the facilities by Users Groups

There are a range of school ovals and Reserves in the Litchfield and Palmerston areas which are used by some Freds Pass Reserve User Groups particularly when there are major events such as the Freds Pass Show and the National Polocrosse Championships. In addition, many of the Clubs have away matches but still train at the Reserve during the week. There are inherent difficulties in using a variable range of facilities including:

- Playing quality of the fields and/or facilities
- Access on the weekends
- Insurance issues
- Litter and rubbish clean up
- Volunteers requirements increase with multiple fields
- Size of alternative facilities, i.e. only one or two courts or lack of support facilities
- Parents having children playing sport at multiple fields
- Negotiation and booking of areas
- Marking up of fields
- Lighting standards.

People within the rural area also are involved with a range of other sports and activities not available on the Reserve. They include:

- | | |
|---------------------|----------------------------|
| • Golf | • Bowls |
| • Swimming Pools | • Tennis courts - Taminmin |
| • BMX tracks | • Bow Hunters Club |
| • Boxing - Taminmin | • Shooting and gun clubs |
| • Softball | • Skateboard parks |
| • Basketball | • Netball |

9.3 Emerging demands

9.3.1 Equestrian Sports

Growth in the Equestrian area is driving the need to have additional “sand arenas” which could be used as a quality dressage facility and shared with other equestrian groups.

The development of a cross country course has been a priority for several of the equestrian clubs for formal and training events and as a recreational facility for casual horse riders.

9.3.2 Women’s and Junior Sports

With the emergence of women’s sport traditionally played by men only, there is a growing demand for change rooms and additional shared junior girls oval for cricket and AFL. Initial discussion indicate that a new junior oval would take the pressure off both sports and allow for home matches and a training facility for male and female juniors.

9.3.3 Athletics field

Due to nature of facilities and the need to share with Rugby League and the Show, a dedicated athletics field/track for use by Rural Athletics and the adjacent schools is needed in the future. This shared facility would require the allocation of additional land adjacent to the school.

9.3.4 Other sporting activities

A recent community survey of residents at the Freds Pass Show, Rural Markets and online indicated the following sports were of interest and/or played by residents who had to travel to other areas. The residents would welcome new facilities and User Groups to the Reserve for the sports of:

- Tennis, Netball and Basketball courts - the Board of Management has been approached on several occasions regarding court facilities.

9.3.5 Community Centre

There is a growing community need to have a centralised air-conditioned community hall which will have space for a range of activities including conference rooms, large hall with sprung flooring for a range of activities such as:

- Indoor martial arts/self-defence
- Table-Tennis venue
- Gymnastics
- Dancing groups
- Theatrical performances by local groups.

9.4 Impediments to attracting new User Groups

There are several critical barriers to further development on the Reserve. These include:

- The lack of usable land
- The diminishing water supply and poor quality of existing irrigation infrastructure which leaks and prevents night watering
- Capital works funding
- Operational funding for the maintenance of any new facility
- Limited capacity for User Groups to pay the real costs of maintenance programs.

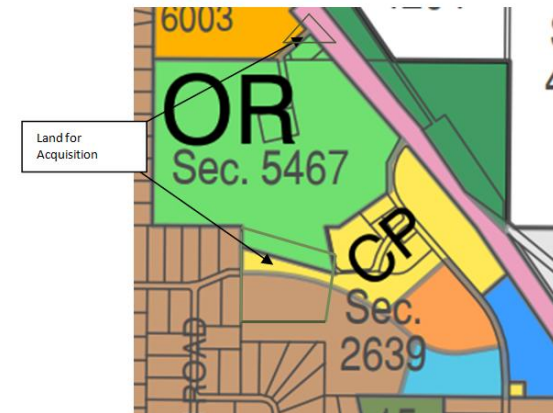
9.4.1 Land Issues

Though the Reserve is large, there are considerable areas which cannot be utilised due to being part of a creek drainage system and in some cases, the land slopes are considerable and suitable for cross country running, walking and horse tracks only. Considerable land needs to be dedicated to car parking.

Lack of usable land could be addressed by seeking additional land allotment adjacent to the Reserve to cater for a range of sporting facilities and for future population growth in the rural area. Four years ago, a submission was developed by Litchfield Council to Government for additional land.

This needs to be pursued and plans for the land to be further developed. This could include relocation and development of a polocrosse field in the new area

and freeing up space for athletics for multiple use by User Groups and schools. The area adjacent to the reserve is zoned Community Purpose (yellow) and Rural Living. There is an allowance of land for a Middle School adjacent to the existing school which is zoned FD (orange). Ideally the land adjacent Section 5467 should



be acquired by the Council to allow for the development of a range of shared facilities with the schools and the community. This could include part of Section 2639. This area could then be allocated to a future athletics field plus an equestrian cross-country track (dual use cross-country and training for athletics) and additional sporting facilities as the need grows within the rural community.

9.4.2 Water Management, Supply and Irrigation

The water supply for the Reserve is sourced from the Lake and nine bores which draw water from the Mount Partridge and Wells Creek' groundwater systems. Litchfield Council has developed, with consultants, an Irrigation Master Plan to assist in future consolidation of the Reserve's water supply. This includes a major storage facility and perimeter pipeline to link the bores and the playing fields.

A full water reduction plan needs to be developed to ensure effective water usage. This plan needs to also take into consideration the stormwater collection to the Lake which will increase the Lake's capacity and the reuse of roof stormwater for gardening and ablutions. The types of turf used in new ovals or

landscaping areas needs to be deep rooted and fit for use to ensure maximum robustness is achieved with minimum water usage. This is particularly important for all new ovals.

Initially the leaking irrigation systems need to be replaced and complemented with a fully integrated computer-controlled system which enables the Reserve to be watered at night to reduce the overall wastage of water through over watering, evaporation and leaks. This system should include an in-line fertilisation method reducing additional manpower.

The irrigation works should be undertaken over the next two to four years.

The saving of water is one of the Board's and community's highest priorities whilst good irrigation and playing field quality are amongst the User Groups highest priorities.

9.4.3 Capital Works Funding for base level infrastructure

The Reserve is reliant on Council for operational funding and Government for base level infrastructure capital works funding. There are a range of priorities for the Reserve currently which include:

- Irrigation and water security
- Road Infrastructure and car parking
- Drainage redirection to maximise catchment into the Lake

Plans covering these works are included in the Appendix.

It is up to the User Groups to work with the Board and their members to attract funding for projects specified within this plan. The Board fully supports club amenity development on the Reserve and that this development is achieved in a staged manner which ensures the base level infrastructure will meet their requirements.

9.4.4 Operational Funding

As the Reserve expands there is a need to service and maintain each of its facilities. Currently, funding is allocated by Litchfield Council to the Reserve to

maintain the grounds and basic infrastructure. Additional funds are generated through User Group fees and general hire charges. As a proportion of the total income and expenditure the User Group fees generate minimal income and the costs of maintenance of each of the fields and the common facilities are growing each year. The infrastructure developed by each of the Clubs is their responsibility.

As new shared facilities are constructed, their maintenance regime need to be considered in the context of the total operational budget.

The Reserve needs to be investing in new technology and reviewing the maintenance regime for all fields and spaces. The Reserve needs to consider:

- computerised control monitoring of irrigation systems with in-line fertilising methods
- reducing the number of equestrian fields by one and putting in a sand arena that will reduce overall maintenance and mowing time.

These operational savings will be offset by introducing new maintenance regimes to the sand arenas and other areas.

9.4.5 Limited capacity for User Groups to cover the real cost of maintenance

The Board must create a balance between User Group affordability and the need to generate additional funds to cover real maintenance costs. Any new facilities need to take this delicate balance into consideration when operational costs and User Fees are set. The gap is funded through other hire arrangements and the operational funding from the Litchfield Council.

10 Infrastructure development over the past three years

The following information has been sourced from each of the primary User Groups and several of the casual User Groups such as the Freds Pass Show Society who use the Reserve for major events.

With the assistance of the NT Government, Litchfield Council, User Groups and their volunteers the following works have been completed to the infrastructure of the Reserve. Several clubs have been successful in attracting grant funding to build change rooms, kiosk, training areas, parking areas and access roads. Other achievements include:

- Completion of the Reserve's perimeter fence.
- Main arterial road and drainage system
- Additional toilet amenities to Soccer, Archery (final approval pending) and the Rural Markets
- Upgrade of substations, transformers, distribution boards and power supplies to various locations around the Reserve. This will ensure existing power requirements are met and laying the foundation for future lighting requirements needed for a number of sports.
- Check meter installation
- Works to Lake View Hall and surrounds
- New Noonamah Horse and Pony Club storage shed
- Power to the Archery area for a new Club house
- Improvements to the women's change rooms and umpires' room at the Southern Districts Football Club
- Stage One (ablutions) of the Soccer clubroom development
- Commissioning of the Litchfield Bears Rugby League lighting towers
- Installation of coach's room for the AFL ground
- Construction of a portal structure for the Swamp Dogs Rugby Union Club
- Irrigation improvements to the Litchfield Bears Rugby League area
- Upgrade to the playground at the Lakeview Hall

- Development of Rugby Union field lights, car park and temporary facilities
- Shed extension for Rural Athletics

10.1 Asset Value

The fixed asset value of the Reserve currently is documented as \$4.9 m. This figure is constantly changing as new infrastructure is developed.

Each club lists a range of assets for which they are responsible.

11 Current Project Works

The following works are currently under way at the Reserve as a result of funding from the NT Government. In addition to these works, there are several improvements and capital works underway being driven by the various User Groups.

Works underway jointly managed by the Litchfield Council, Board or by the Clubs include:

- Archery and Paint Ball Area – new shared use toilet amenities
- Multi-Purpose Shed works includes additional power outlets, extension of the bitumen to a second side and protection of the main distribution box
- Lighting improvements to the Main Arena are currently in the planning stage
- Directional signage in the Reserve
- Improvements to the maintenance workshop
- Additional works for Litchfield Soccer Club and amenities area
- Parking and access road into the Swamp Dogs Rugby Union field
- Construction of a storage shed for the Darwin Show Jumping Association
- Changeroom construction/extensions to the Southern Districts Cricket Club are in the final planning stages pending authority approval.

Future Infrastructure Requirements

12 Utilities and base level infrastructure

It is the Reserve's responsibility to provide quality base level infrastructure and utilities to enable each of the User Groups to develop their sporting venues. Roads, power, water, irrigation, drainage, parking and lighting make up the mix that is required for a quality venue. The Engineering and Irrigation Master Plans form the basis of requirements and should be used as a guide when developing infrastructure on the Reserve. As such, the Infrastructure Master Plan needs a review to ensure it takes into consideration the evolving needs of the Reserve and its User Groups and upgrades which have been undertaken.

The overall quality of the buildings and maintenance of facilities must be ensured. The following section clarifies the current situation and highlights the Reserve's key priorities over the next five to eight years.

12.1 Irrigation Master Plan and Water Management

As highlighted earlier in the Master Plan and in the Irrigation Master Plan the replacement of current irrigation systems is a high priority. The Irrigation Master Plan has an indicative cost of \$3,000,000 plus GST. This price includes the use of Smart Technology systems for bore and irrigation controls.

The irrigation on the Reserve is a critical infrastructure requirement. Limited bore capacity and general rural area development will impact the aquifer significantly. The drying up of several bores over a 3-month period is already evident.

A review of the status of the irrigation on the ovals and fields was undertaken as part of the Irrigation Master Plan development. The Plan recommends three stages of development:

12.1.1 Stage One

Construction of the main pump house, tank, pipe ring route and MAIT bore monitoring systems. Total costs including contingencies and Project Management were estimated at \$2,481,239 excluding GST.

12.1.2 Stage Two

Construction upgrades over several years to fields and other irrigated areas were estimated at \$535,920. The upgrades of the field irrigation will ensure that the water is managed correctly and reduce the impact on the bores.

12.1.3 Stage Three

Review of the Lake and its capacity to deliver water to designated areas. Current condition is unknown and a full investigation of the Lake's substrata will need to be assessed and repair costings determined.

12.1.4 Scope of works

Even though the main system needs to be constructed as a priority, staged sectional replacement and repairs of the system over the next two to three years is required. The replacement will enable the water to be managed more effectively. There are several areas that are not watered for up to four (4) months due to the bores diminishing water supply.

There are some fields which have high priority due to the current system constantly breaking down, leaking and wasting valuable water.

Initial work needs to be done on each of the playing fields to improve the management of the water and reduce water wastage and usage and hence the immediate impact on the aquifer. This should include an underground moisture sensor method designed specifically for the AFL Field, Rugby League field extensions and other relevant areas. The latest moisture sensitive technology can save between 20% and 25% of water usage through evening and night

watering, measuring the moisture content of the soil (hence reducing over watering) and placing water where it is needed.

Redeveloping and enlarging the storage of the current cluster-tanks system and pumps can be enhanced and linked to the major system when funding has been achieved.

- The Rugby Union field has the latest irrigation system which is computer controlled, moisture sensed, remotely controlled and can be scheduled for evening watering automatically.
- The Maley Oval system was repaired and partly replaced. It has remote control functionality and will need to be fully computerised. The field extensions accessed by athletics needs to contain underground moisture sensors that are compatible.

Major priorities include:

- Installation of the pump-house and ring routing
- The AFL field and mounds which have a very old system constantly need repairs – a complete replacement with moisture sensitive technology is required urgently.
- Cricket oval needs new underground moisture sensitive irrigation to the grassed pitch area.
- Extension of the junior Rugby League field and irrigation
- Soccer fields needs a new underground moisture sensitive system and the main field upgraded to an automatic system
- Archery shooting area needs new irrigation installed.

Reduction in the number of turf areas through the installation of sand arenas will also assist in reducing the amount of water required by the Reserve. Though the sand arenas do require some water, this can be recaptured, filtered and reused through the system.

The Bore records are as follows:

Bore RN	Pump	Name	Fill Rate	Daily Max kl
RN025563	Calpeda 4SDW 10/12 3Ph 3Hp	Polo #1	0.5	43
RN031434	Calpeda 4SDFW 46/15E 3Ph 1.5HP	Polo #2	1.5	130
RN032815	Calpeda 4SDFW 54/14E 3Ph 2Hp	Hockey	1	86
RN029593	Calpeda 4SDFW 46/15E 3PH 1.5HP	AFL		0
RN020237	Calpeda 4SDFW 54/14E 3PH 2HP	Entrance	1.5	130
RN034458		Soccer	8	691
RN030666		Union		0
RN025977	Calpeda 4SDW 10/12 3PH 3HP	League	2	173
RN034686		Equestrian	8	691
		Max Total Bore Supply		1,944

12.2 Drainage Systems

The Reserve is bisected by Wells Creek which flows for only six months of the year. In the centre of the Reserve there is a Lake which has as its source a small spring which is only active depending on the water table. This creek collects the surface water flow from across the Stuart Highway as well as the Reserve. Drainage channel exists between the Cricket Oval and the car park adjacent to the Rugby League fields. The Infrastructure Engineering Master Plan - Page 5 gives details of the current flows.

All building works, parking and road design needs to take the drainage network into consideration and maximise the flow to the Lake and hence catchment during the wet season.

All stormwater and drainage design need to maximise drainage into the Lake system.

12.3 The Lake

Investigations into deepening the Lake occurred in 2015/16. There is only a thin layer of sediment over the bedrock and advice from the Department of Environment and Natural Resources indicated that if the bedrock is compromised the natural spring could flow to another location. Consideration should be given to reducing sediment (silt) levels without damaging the rock layer. The Lake depth varies up to 1.50 metres in some areas.

Expansion of the Lake is seen as Stage Three but must be investigated to increase its holding capacity. It is proposed that if the Lake is expanded it can capture extra water during the wet season and minimise pumping from the aquifer during the months of November through to April. This requires a dedicated investigation as advice is conflicting on water re-usage into the irrigation system as associated sediment penetration will compromise the pipe network.

12.4 Solar Power and the Power Supply Network

Major works have occurred over the past two years in line with the Infrastructure Engineering Master Plan and included upgrading of transformers, distribution boards, underground power supply replacement, multiple check meters installations and general power supply to various facilities.

The power supply will need to be upgraded as new lights are installed on each playing field and as new clubrooms and facilities are developed. Development and expenditure in this area will be ongoing. LED lighting is being considered where possible to reduce overall power requirements. The fields which require lights include the Main Arena, AFL, Polocrosse, Main and Junior Soccer fields.

The Council has received recommendations regarding the implementation of solar power to key shared facilities including the Multi-Purpose Shed, Indoor Arena and general street lighting within the Reserve.

Any new shared facilities will need to include the use of solar power and smart technology to minimise the power costs for the Reserve and its users. Refer to Appendix for Power Layout.

N.B.: much of this has been completed and a review needs to occur.

12.5 Lighting requirements

During years four and five, additional work on the power supply to the junior soccer fields, Southern Districts Cricket oval, Norbuilt AFL Oval and the main Polocrosse field will be required to accommodate lighting. This will result in an expansion of the power supply needs to many of the main distribution boards.

All street lighting needs to be assessed and upgraded to LED/solar powered over the next five to eight years

12.6 Road Network

When the Infrastructure Engineering Master Plan was developed, a dedicated Traffic Management Study was undertaken, and recommendations made to cope with future growth. Several of the key recommendations in this report have been completed. (Refer Appendixes for Road Network Layout).

The central road corridor which bisects the Reserve has been constructed along with the Northern Access entrance road. Additional road and drainage works are being planned to improve access and safety to the Rugby League/ Main arena area. The next area to be designed and sealed is the road to Soccer, AFL area and adjacent car parks. Once these areas have been completed the design and drainage of additional roads need to be considered. These include:

- Access road to the AFL and soccer fields
- Link from the Rugby Union entrance to the major arterial road
- Widening of the access to the Rugby League, Dog training, office and Beehive area to improve safety
- Access road improvements to the Polocrosse fields, Archery and Paintball areas.

- A design for a service road on public land to link the cricket field, rugby league field/ Beehive/ Administration area, and the market entrance. (Refer Appendixes for overview of layout).

12.7 Car Parking

The Infrastructure Engineering Master Plan highlights the general parking areas to be ungraded. For new fields or facilities being built the appropriate parking must be designed, developed and finalised for that facility. Future development includes:

- Resealing of parking and line marking for the Soccer and AFL
- Parking area around the markets will need to be formalised along with drainage from the road verge into the Reserve and the Lake
- Cricket car parks need to be designed and built
- Resealing and marking of the car park adjacent to the Rugby League/Beehive/Administration area
- Car parking to the Equestrian areas (adjacent to stables), Indoor Arena and Palmerston Polocrosse field needs to be designed and built.

12.8 Directional and Safety Signage

A signage review was been completed as part of the Infrastructure Engineering Master Plan and Traffic Management Plan. As funds become available additional internal directional and safety signs will be installed.

New signs have been erected on the Stuart Highway delineating between the Northern and Southern Entrances which has been of benefit to Reserve visitors in finding their way to right section of the Reserve for an event or fixture.

The internal road system needs to be future complimented with a quality directional and safety signage program. The lack of directional signage creates difficulties for emergency services when called to the Reserve for an injury and Reserve visitors often find it difficult to find the right facility or oval when attending major fixtures. (Refer Appendixes).

There is safety signage in place across the Reserve which will need to be upgraded as road infrastructure and facilities are further developed.

12.9 Building Compliance Status

Previous investigations by the Board and the Litchfield Council have found that there are 96 various assets which require the correct certification. Several structures have been removed over the past few years and more non-compliant building removals are planned in the life of the Master Plan. These buildings will be replaced by new buildings.

Litchfield Council has undertaken an audit of all structures on the Reserve and are moving to gain certification on many of these. This process may be made easier if classification changes were reconsidered.

This process will take several years and should be addressed to ensure all structures are safe. An approval policy is in place along with a process confirming Certificates of Occupancy and compliance guidelines are met. This is adhered to at an Operational (Reserve) level and through Litchfield Council. The majority of User Groups/Clubs understand the importance of this process.

Once certificates are issued on new buildings/structures, details are added to Council's Asset Database. To assist in the process, the Board has a policy to encourage all User Groups to replace all demountables with certified sheds by January 2020. This will assist in reducing the number of uncertified structures on the Reserve.

12.10 Administration and Maintenance Infrastructure

12.10.1 Administration facility

The current administration facility consists of two demountable buildings. One has rusting joists and has reached the end of its usable life. The other, though in good condition, has no certification and is approaching obsolescence. It is a necessity that the Reserve's management team are adequately accommodated.

The proposed Community Centre includes areas for administration, Board-room functionality and tenancy for User Groups and the Freds Pass Rural Show. This Community Centre will provide a multi-use facility for the User Groups and the community. The Community Centre will have the potential to facilitate a range of new users who have eagerly awaited a communal hub in the rural region.

12.10.2 Maintenance facility

Consideration should be given to the location of this facility and whether there is an alternative site which will serve the Reserve in a more effective manner. The current facility needs to be upgraded and reinvigorated in the short term. A building needs to be reassessed/replaced as it was initially designed for a Reserve much smaller than at present.

12.11 Tree Removal and Landscaping

The Council is responsible for the maintenance and removal of the many mahogany trees in the Reserve. Over the next four to five years much of the natural shade that exists will be removed.

Due to this removal the Reserve and User Groups will need advice on the range of species to be replanted at the Reserve to provide long term shade.

A general overarching landscaping plan should be developed to guide the User Groups on species and their placement.

Many of the User Groups have links into the landscaping industry and are capable of installing irrigation systems and planting of trees to provide shade for their members, guests and visitors.

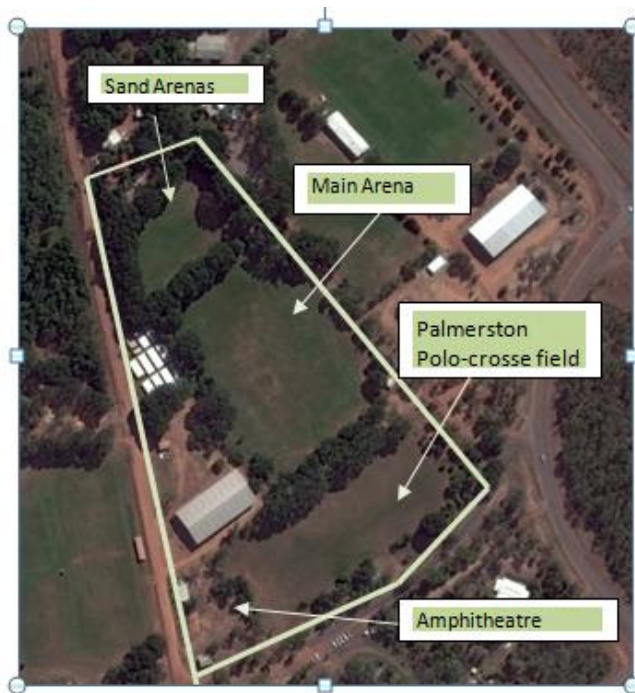
13 Multi-Use Facility Upgrades

13.1 Equestrian Arena and associated areas

13.1.1 Overview

There have been a range of upgrades and new structures built for equestrian groups. These include:

- Construction of a three-bay storage shed
- Irrigation and re-leveling to the Indoor Arena
- Intended obsolete shed removal



To move forward, a detailed Sub-Master Plan is required covering the general equestrian area. The plan should take into consideration the location of the sand arenas, vehicle parking, Indoor Arena storage shed access, stable numbers (that

include their condition/location), potential club house site, wash-bay positioning, and car-park lighting.

This Sub-Plan needs to ensure that the areas are allocated jointly for the equestrian groups and are safe for participants, families and horses.

13.1.2 Sand Arenas

The construction of sand arenas is a very high priority for most of the equestrian groups. This is to ensure rider and horse safety.

Discussions with the combined equestrian groups have indicated that the development of a well-designed dressage sand arena with the appropriate sand-fill and drainage will enable them to move forward and have an area which is well suited for multiple disciplines.

The arena should have a drainage system which enables reuse of water to keep the sand quality in good condition. Much consideration has been given to the area and the current Wilkie Oval is the preferred location, if the parking and links to the stables can be clarified. In the future these arenas will require a shade/roof cover to enable year-round use.

13.2 Multi-Purpose Shed (Market area)

Over the past two years a range of works have occurred including general upgrading of power and bitumising to the western side to improve water run-off in the wet season.

Currently an electrical upgrade is occurring to the structure which includes lighting, additional weatherproof power outlets and switch-gear protection for the switch board. The building requires the following works to be completed which will enable it to become a multi-user venue during the dry season:

- Floor surface replacement. Consideration should be given to a concrete surface which would accommodate additional sporting options
- Verandah extensions of 6m to both sides

- Structured drainage to the area that will efficiently redirect water flow to the Lake
- Formalisation of car park and entry areas
- Improved landscaping and shade.



Multipurpose area

13.3 The Main Arena Area

The Main Arena is shared by multiple groups and many casual hirers. A plan to renew the lighting in the main arena will be undertaken in the 2018/19 financial year. This will allow additional evening activities to occur and reduce power usage for these activities. Upgrading of the lighting has been determined a priority.

Funding for these lights needs to be sourced as this is the centre-piece of the Freds Pass Rural Show. Lighting is also required by several users including dog training and equestrian groups for evening activities. The current lights are in very poor condition and further deterioration is imminent.

13.4 Palmerston Polocrosse field

The Palmerston Polocrosse field is very much a multi-use venue and accommodates a range of equestrian activities and events. The field is also utilised by the Positive Dog Training Club and on occasions hired for other sporting events. The field needs the following works undertaken in the life of this plan:

- Landscaping design to enhance areas where Mahoganies have been removed.

13.5 Lakeview Hall

A range of works have occurred at Lake View Hall over the past two years including

- Septic system replacement
- Upgrading of electrical infrastructure
- Shade structure and extensions to the Playground

Works for the coming years including:

- Upgrading of toilets adjacent to Lakeview Hall
- Office relocation from the canteen to the rear corner of Lakeview Hall
- Modernise the front bar/servy area
- Building extension that will replace the existing Polocrosse demountable.

13.6 Storage facilities

Most User Groups need access to good storage facilities for their large equipment items. Over the past few years the Board has approved several new

sheds for the User Groups. There needs to be further locations designated for the equestrian groups, general sporting groups and the Freds Pass Rural Show.

Equestrian shed sites should be established and included in the Sub-Master Plan. Most clubs have their storage facilities incorporated within their area.

There are several containers located around the Freds Pass Reserve and User Groups have been informed that these must be removed by 1 January 2020. The Board will be providing areas within the Reserve where sheds of a similar and approved design can be placed. This will meet the storage needs of a range of User Groups.

14 Club Priorities

14.1 Ownership of structures

Many of the User Groups have projects that will enhance their playing fields, clubhouse amenities and improve their parking and/or ability to cater for growing participation numbers.

User Groups are encouraged to submit their internal Master Plans, project sketches/drawings to the Board and Council for review and in-principle approval. If funding is sourced, full project documentation should be presented to the Board and Council for final approval and recording purposes. Once completed, copies of the Certificate of Occupancy and/or certification are required by the Board and Council.

Once completed the building or structure becomes an asset of Litchfield Council. The responsibility for the maintenance of the structure or building remains with the User Group who initiated the activity.

The Management Board has a new Licence to Occupy agreement intended to ensure that the User Groups have long term security over their venue.

14.2 Darwin Dressage Club

The Club utilises a range of equestrian fields and facilities and has over the years been working on obtaining quality sand arena for their training and competition. The sand arena must be of a national standard and utilise a specific sand quality that promotes self-draining. The design should encompass:

- Two sand arenas
- An adjacent warm-up area
- Car parking suitable for vehicles, floats and goosenecks
- Irrigation to the Palmerston (Brown) field and Main Arena
- Lighting to the Main Arena and car-parks
- Potential roof cover for the sand arena (long term vision)

14.3 Darwin Quarter Horse Association

The Association utilises the arena areas for four events per year plus practice days, clinics, training and development programs. The Club would like to see improvements in the following areas:

- Quality sand arenas either covered or uncovered
- A warm up area adjacent to the sand arenas
- Float parking for equestrian areas
- Extension of the arena to provide sand protection and viewing areas.
- Speed signage across the Reserve and the new central road corridor.

14.4 Darwin Show Jumping Association

The Darwin Show Jumping Association is currently investigating a drive-through shed which will meet their requirements for the foreseeable future. Their priorities include:

- Completion of a drive-through storage shed
- Development of the sand arenas to assist in creating equestrian group activity
- Improvement to carpark access in the equestrian area.

14.5 Equestrian NT

Equestrian NT arranges training session, clinics and competitions across a range of equestrian disciplines. Their priorities include:

- Sand arenas for dressage - high priority
- Improved parking access
- Increased number of storage sheds
- Lighting to car park and stable area.

14.6 Freds Pass Field Archers

The Freds Pass Field Archers have a 5-year Master Plan which details the need for significant improvements and upgrades. This includes:

- Installation of a safety barrier (butt) to prevent over-shoot and to bring the venue up to Australian Safety Standards
- Fencing and safety zones
- Irrigation to shooting area
- Establishing a new club-house area with adjoining ablutions
- Access road upgraded
- Installation of shade-sails to club-house and shooting range
- Lighting to car-park area
- Disabled access to the new range.

14.7 Freds Pass Positive Dog Training Club

The dog training club meets two nights a week. Over the past four years changes are evident but no specific infrastructure requirements have been forthcoming.

14.8 Freds Pass Rural Markets

Freds Pass Rural Markets utilise the large Multi-Purpose Shed each Saturday throughout the year. The Rural Markets have a large local following and numbers can vary from 1,500 to 3,000 attendees depending on the time of year.

The Rural Markets would like to see the following improvements over the coming years:

- Walking trails incorporated on the Reserve
- Improvements to drainage and formalisation of the car-park area
- New flooring surface under the Multi-Purpose Shed
- Extension of the floor to six meters beyond the slab on the Rugby League side
- Installation of verandas to allow for expansion and minimise the impact of the rain in the wet season
- Extension of the roof structure to reduce the impact of rain during the wet season on vendors and to improve the utilisation of the space.

14.9 Litchfield Bears Rugby League Club

The Litchfield Bears RL Club is one of the largest in Australia outside Queensland and NSW and has a growing membership. They have had an increase in membership over the past two years of 23%% and 46% over the last four years. The club is currently investigating the installation of solar panels and an office building. Future plans also include:

- Additional full-size field required (extension of existing fields)
- Change rooms for female participants
- Alternative entry points adjacent to the Stuart Highway service road
- Formalisation of car parking adjacent to the fields
- Widening of the Coulter Way access between their field and the Main Arena
- Extending the irrigation system past the field goal-posts.

14.10 Litchfield Football Club

The Club has continually improved/developed the facilities around the site. Over the next few years the Club has the following priorities:

- A clubhouse with change rooms, office and store room.
- Connecting roof to the amenities block
- Concrete floor under the roof for viewing space
- Access ramp for disabled members and guests
- Two permanent seating areas with shade on Main field for competition teams
- Nets to Main field to restrict balls going 'out of bounds'
- Australian Standard lighting to the bottom fields
- Improved automatic irrigation to the fields
- Development of the car park and entry road.

14.11 NT Polocrosse

The Polocrosse Clubs have been very active in developing their fields and infrastructure over many years. Their priorities for the coming years include:

- Upgrade of the existing toilet block used by the Playgroup, community and themselves
- Relocate the existing office in the canteen to the rear corner of Lakeview Hall
- Create a front corner bar server area
- Lighting to the Main (Green) Field
- Additional shade trees planted to replace those removed
- Structure over day-yards (between the Blue and Pink fields) to enable more User Groups to access both fields
- Structure over day-yards (between the Yellow and Pink fields) to enable more User Groups to access both fields.
- Seal access road to the Polocrosse/ Archery area
- A building to replace the existing demountable
- Additional spectator shade structures.

14.12 Noonamah Horse and Pony Club

The Club had a range of priorities including:

- The development of the dressage sand arenas
- Development of a cross country trial if there was additional land available for all equestrian enthusiasts
- Vehicle and float parking and improvement of the drainage near the Indoor Arena and the development of a new clubhouse (detailed below)
- New clubhouse which can be shared with other equestrian groups including:
 - a permanent training and trophy room
 - kiosk with commercial compliant kitchen
 - toilets

- Office space which can be shared with multiple groups
- Storage rooms

They would negotiate the leasing of their current building to other User Groups.

14.13 Pony Club Association of Northern Territory Inc.

The Pony Club is a User Group who book facilities for clinics, training sessions etc. as the peak body sport administrator. The Club utilises a range of facilities from the BeeHive for meetings to each of the various arenas. The Club would like to see improvements in the following areas:

- Designated horse float parking with efficient traffic flow
- Undercover dressage sand arenas
- Shared office space.

14.14 Quilters Down the Track

This is a very active User Group that meet each Tuesday morning and one Saturday/month. They have the potential to expand and have outgrown the Bee Hive. Storage has been an issue as they have to pack-up their items after each meeting. Their priority is as follows:

- A larger, more permanent space with storage for sewing machines and tables which could be left set-up or accessed easier
- Improvements to the toilets adjacent to the Bee Hive
- Resealing and line marking of the Bee Hive car park
- General improvement to drainage in the car park area.

14.15 Rural Athletics

Rural Athletics currently share a field with the Litchfield Bears Rugby League Club. Specialised long jump and discus throwing facilities have been established.

Short term	Parking area to be sealed adjacent the markets as many parents park in this space
Midterm	Additional land set aside for the Reserve

Long term Separate Athletics field developed and shared with the schools.

14.16 Southern Districts Cricket Club

The Cricket Club has been developing their clubhouse and facilities over many years. Due to the growth in cricket, driven by girls and women in the sport, new facilities are required. These facilities include:

- Change rooms
- Clubhouse extensions
- Storage shed to replace container
- Junior Cricket/AFL Oval with change rooms
- Air-conditioned clubhouse
- Structured parking and driveway
- Curator's shed
- Oval lighting
- Electronic scoreboard
- Increased training facilities
- Shade structures around the oval to replace removed trees.

14.17 Southern Districts AFL

There has been a substantial growth in AFL during the past two years. With the introduction of Women's AFL to the Club numbers have expanded by 15% in participants. The Club requires a second oval to cater for the junior players for both training and fixtures. This could be shared with Cricket.

Currently the Club also utilise the soccer and cricket fields for training. The Club is working towards developing the following infrastructure to meet member and visitor requirements:

- New Irrigation system
- New umpires and timekeepers' room
- Women's changeroom and first-aid room
- Installation of 3 concrete tier seating structures around the oval

- Additional junior field to cater for the growth in Cricket and AFL
- Resurface and line marking to the existing car parking area
- AFL approved lighting to Norbuilt Oval
- Further development to the clubhouse for training/meeting initiatives
- Kitchen amenities, bar and additional storage facilities
- Additional covered viewing areas.

14.18 Swamp Dogs Rugby Union

The Club has been very active. They have installed moisture sensitive pop-up sprinkler irrigation and gained funding to develop the car park and access road. This has been completed and are currently undergoing work on the clubhouse which includes a large portal roof structure with concrete flooring. Additional work involves:

- Completing the clubhouse with change rooms, showers and toilets
- First-aid room and lockable canteen area
- Large digital on-field scoreboard
- Large storage shed (approx. 100m²).

15 Proposed new Multi-Purpose facilities

15.1 Community Hall

The existing community hall was built in the 1970's as the original AFL clubhouse and now, is at the end of its usable life. A full assessment was undertaken of the building to look at upgrading the facility but the cost of doing so was unfeasible.

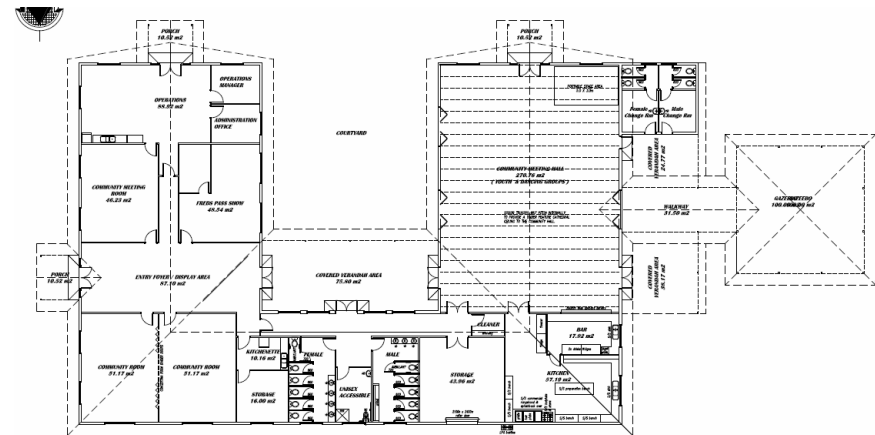
The Board undertook a public consultation to determine if a new community facility was required and what were the key elements required if such a facility was built. The initial assessment took into consideration the following buildings:

- The uncertified office demountable used by the Reserve's Management team
- The Bee Hive conference room which has escalating maintenance costs each year
- Existing demountables used Freds Pass Show Society and Lions Club.
- The lack of meeting or function venues in the Freds Pass, Coolalinga and rural area.

The Board commissioned a local drafting company to develop a concept to assist the public consultation phase. The consultation was promoted through the website, to User Groups and at the Council Chambers. Community displays at the Freds Pass Show and Rural Markets were achieved over two days. An on-line survey was developed and placed on the Freds Pass Reserve website. One hundred and thirty responses were gathered and over 100 'face to face' interviews occurred during the Show and Market initiatives.

The concept was fully supported by the public and by the User Groups. Suggestions/feedback on fine tuning the Community Hall design were included.

The Community Centre has a large hall, verandas for participant overflow, large storage facility, kitchen with bar and counter service area, three community meeting rooms and office facilities for the Freds Pass Reserve Management team and Rural Show.



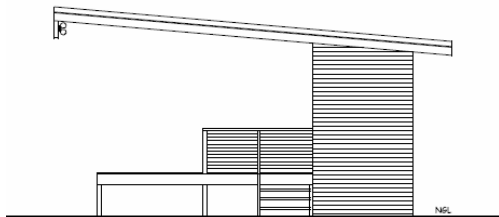
The Community Hall would require an investment of \$4,614,700 excluding GST (Quantity Surveyor Estimate) and would take about 16-17 months to plan, gain approvals, and undertake construction and fit out. A separate feasibility proposal has been completed in relation to the Community Centre.

15.2 Amphitheatre

Currently the Reserve is used for several annual major events including the Freds Pass Rural Show. There is interest from organisations such as Primetime (event managers) to organise additional events and festivals in the rural area. Discussions focused on what type of events they were considering and these included concerts and community festivals. Further discussions with events presenters have indicated the location of a proposed Amphitheatre would be ideal due to:

- good all-round access to the site
- the central location on the Reserve
- availability of short-distance car parking
- accessibility to food stalls (provided by market stall holders)
- minimising noise pollution impact on local residents.

The primary indication of an open-air venue location is the northern end of the Palmerston Polocrosse field. Initial plans have been completed and funding needs to be sought. Other groups have indicated they would like to use the Amphitheatre for movie nights and local music events. As a part of the design process an audio assessment needs to be undertaken by a professional to ensure that the design and the placement of the venue minimises noise impact on local residents.



15.3 Bike, Walking and Running Tracks

The community survey undertaken indicated that there is a need for a bike track to link the shopping centres to Freds Pass Reserve, a link to the roads on the south western corner of the Reserve and a bike track that links to the schools.

A number of respondents indicated that as the area becomes more developed, running and bike tracks will become increasingly important to the rural community.

15.4 Multi-Purpose Tennis, Basketball and Netball facility

The community survey/feedback expressed a need to have these three key ball sports on the Reserve. Further investigation with their peak bodies indicated that participation is growing and there is the potential to introduce these sports to the Reserve. It is envisaged that a joint facility be built to cater for all three sports.

This would include the development of multi-use courts for Basketball, Netball (up to six courts) and four courts for Tennis. The four dual-use courts should be covered so as to promote evening participation. Associated with the facility would be the need for toilets, change rooms, kiosk, storage facilities and a shared meeting room/office area. Space would also need to be allocated for future expansion of the court area to ensure the facility will cater the community for the next 40 years.

Further investigations would need to occur over the next 2-3 years to determine interest level growth. All three peak organisations have indicated that if a facility was developed, they would expand their network and encourage opportunities for new club creation in the region.

Casual User Groups requirements

16 Overview

There are a wide range of casual users that are not User Groups and book facilities as required. A number of these casuals have taken the opportunity to attend meetings and give feedback regarding their needs when they utilise the facility. They have been included in the statistics and their comments are covered in this section.

16.1 Freds Pass Rural Show Society

The Freds Pass Rural Show hires a wide range of facilities and fields during the Show event. They have an office demountable and 40 foot storage container on the Reserve.

The Show fully supports the development of the Community Centre and the allocation of a leased internal space for their activities.

Their priorities for the coming years include:

- The Community Centre
- The construction of a large storage shed for all their Rural Show assets and equipment
- Improved tree shade to the central area of the Reserve adjacent to the Litchfield Bears Rugby League field
- The development of an Amphitheatre for performances.

16.2 Humpty Doo Touch Football

This group are a relatively unstructured group that varies between 12 and 16 players each week and rotate fields depending on their availability. Their main priorities are:

- Safety improvements to the Litchfield Bears Rugby League car parking

- Sealing and drainage to Market area to reduce dust and improve safety.

16.3 Pump and Exercises Classes

There are a range of individuals and organised groups who occasionally utilise the facilities on the Reserve to exercise. If the Multi-Purpose Shed had a concrete floor, the number of groups undertaking exercises at the Reserve throughout the year has the potential to grow. They need few facilities apart from access to amenities and access to a covered area during the wet season.

Priority Action Plans

The following section outlines the priorities for the Reserve. Development by each of the User Groups is self-set and they will drive the design, documentation and funding priorities through their own plans and working with both the Board and Litchfield Council. Funding for many User Group projects will be sourced through, Northern Territory Grants, Ausports Grants, sponsorship and independent fund-raising within their membership network.

Members contribute extraordinary amounts of time, equipment and funds to the various sporting and community projects. With support from the Board and Litchfield Council, User Groups have the ability to produce project outcomes well above the amount of funding sought by incorporating volunteer skills and labour. This community commitment is supported and applauded by the Board. It is critical that this is recognised and systems developed to support volunteer initiatives. This reduces the reliance on grants and promotes community engagement and instils a sense of community pride.

The scope of works highlighted below are those facilities which are primarily responsibility of the Reserve. Works have been included for User Groups that have a defined timeline.

Price Estimates

Price estimates are based on 2018 figures and future CPI increases need to be taken into consideration. Figures have been sourced from the Operations Manager, Quantity Surveyors Report, quoting contractors, builder discussions and from User Group estimates undertaken through their grant applications and submissions. It should be noted that the User Groups will generally contribute labour and sponsorship factors to their pricing. In some instances, a contingency has been included due to the possibility of changing environments, elements and unforeseen circumstances that would escalate the price above the initially indicated figure.

Priority Action Plans - updated March 2020

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Year One

As a general requirement a number of User Groups will be building new clubrooms, extending storage areas and removing demountables/containers from their site. A number of clubs will be seeking grant funding to undertake the proposed work over the first two years of the Master Plan.

Works to be undertaken		Estimate	Comments	Status March 2020	Cost to Complete
1	Master Planning for the equestrian area for the construction of new sand arenas	\$ 45,000	Further consultation on area development including new sand arenas, parking, traffic management, storage sheds, stable numbers/location, horse wash-bays. A new clubhouse location should also be considered as part of	Completed 2019	
	Construction of new sand arena	\$335,000	Let tenders for the construction of the arenas – funding secured	Not enough \$550k as per board 3/20 – Low Priority	\$ 550,000.00
2.	Construction of the Cricket changerooms and extensions to the clubhouse	\$500,000	Funding secured	WIP ECD May 2020	
3.	Construction of new maintenance shed	\$135,000	Shed needs to be 3.5 meters clear under portal and 8.0 deep with space for an office and toilet – funding secured	Completed 2020	\$ 135,000.00
4.	Road Works and parking to the Soccer/AFL/ Rugby Union areas	\$740,000	Funding secured	WIP Stage 1 in progress \$760k, Another \$760k required to complete works to	\$ 760,000.00
5.	Ablution amenities for the archery/paintball area	\$120,000	Construction to be completed by June 2019. Funding secured	Completed 2019	\$ -
6.	Planning and approval of works/renovations to the Soccer Club house and amenities – construction of amenities	\$450,000	Approvals are being sought, combination of grant, sponsorship and volunteer work	Planning phase	\$ 450,000.00
7.	Works on the approval of uncertified buildings	\$115,000	Assessment of existing buildings being undertaken	Completed 2020	\$ -
8.	Replacement of AFL irrigation system and cluster tanks	\$55,000	High priority due to leakages. Allowance included for possible removal of old irrigation system and replacement of feeder tanks	Waiting on OM to obtain quotes	\$ 55,000.00
8.	Design works to the new Community Centre	\$100,000	Final plans before the Board for consideration	Completed 2019	\$ -
9.	Construction of an additional shed for the Equestrian area	\$50,000	Final approval being sought	Forms part of equestrian \$380k WIP \$2m funding	\$ -
10.	Planning and construction of a link road to the soccer/ AFL/ Rugby	\$60,000	Initial concepts being discussed, funding secured	WIP Forms part of Roads Improvement \$760k WIP \$2m funding	\$ -
11.	Construction of the safety barriers for Freds Pass Field Archers	\$25,000	Requirement for public safety, combination of grant, sponsorship and volunteer work	Completed 2019	\$ -
12	Reinvigorate application for additional land for the Reserve and	\$5,000	On approval by the Council	WIP	\$ 5,000.00
13.	Sourcing of funding for the Main Arena lighting	\$240,000	Current shortfall for completion of works, grant to complete works	Board opinion needs to be increased to \$500k, was \$240k	\$ 500,000.00
14.	Additional directional and safety signs within the Reserve	\$8,000	As funds become available	Urgent	\$ 8,000.00
15.	Initial design works on the pump-houses, ring route and construction of pump-house	\$125,000	As funds become available	Urgent	\$ 150,000.00
16.	Construction of a new women’s change room for AFL, first aid room	\$125,000	Combination of grant, sponsorship and volunteer work	Self Funded WIP ECD late 2020	\$ -
					\$ 2,613,000.00
Year Two					
By the January 2020 all uncertified demountables and containers need to be removed from the Reserve. This will mean that a number of User Groups will have to lease storage sheds from the Reserve or propose to build their own permanent storage sheds. User group given extension to complete due to lack of funding					
Works to be undertaken		Estimate	Comments		
1.	Planning for the joint AFL/Cricket junior facility	\$ 95,000	Approval and documentation of civil, irrigation and building plans for works	Don’t have water infrastructure - low priority	\$ 95,000.00
2.	Irrigation system and cluster tanks to the cricket pitch area	\$40,000	Reduction in the use of water, also allowance for removal of old system	Urgent increase to \$60k	\$ 60,000.00
3.	Irrigation works and new cluster tanks to the soccer and union fields	\$35,000	Cost plus allowance for replacement of tanks and links to existing system	Urgent increase to \$60k add Rugby Union	\$ 60,000.00
4.	Drainage and sealing of the car park to the Market area	\$550,000		Urgent	\$ 550,000.00
5.	On going works on the approval of uncertified buildings	\$100,000		Increase to \$200 as per Board 3/20	\$ 200,000.00
6.	Demolition works – removal of the old Community Hall and first stage construction works	\$20,000	Freds Pass funds	Low Priority	\$ 20,000.00
7.	Funding sourced for new Community Centre	\$ 50,000	Freds Pass Funds	Not required as per board 3/20	\$ -
8.	Parking works to the equestrian area as per Equestrian Master Plan	\$180,000		Forms part of equestrian \$380k WIP \$2m funding	\$ -
9.	Works to Bores	\$116,510	Includes contingencies and Project Manager	Self funded \$50k FY19	\$ 66,510.00
10	Design and costing of the Amphitheatre	\$ 9,000	Freds Pass Funds	Not started	\$ 9,000.00

11.	Construction of three additional storage sheds for different sports	\$ 50,000		Completed 1 x Pony Club and 1 x Shared Equestrian 1 remaining cost \$40k	\$ 40,000.00
12.	Upgrade of all toilet facilities across entire reserve	\$ 12,400		Increase to \$25k roll-out across entire reserve in board view 3/20	\$ 25,000.00
14.	Landscaping and tree replace program design	\$ 12,500	Sponsorship by the Clubs for specific areas	Ongoing	\$ 12,500.00
15.	Finishing off the clubrooms for soccer including new change rooms including disable access	\$ 675,000	Combination of grant, sponsorship and volunteer work	Medium Priority - not started	\$ 675,000.00
16.	Replacement of Polo-Crosse demountable	\$ 180,000	Combination of grant, sponsorship and volunteer work	Not required	\$ -
17.	Construction of a dedicated umpires room for AFL	\$95,000	Combination of grant, sponsorship and volunteer work	WIP self funded by AFL	\$ -
18.	Extension to Rugby League Building to include women’s change rooms	\$250,000	Combination of grant, sponsorship and volunteer work	On hold as the building is not certified	\$ 250,000.00
19.	Initial works to ring route and fit out of pump shed	\$445,300	Includes contingencies and Project Manager	Nor required - covered under Yr3 #3 \$850k	\$ 445,300.00
Year Three					\$ 2,508,310.00
	Works to be undertaken	Estimate	Comments		
1.	Construction of the joint AFL/Cricket junior oval facility	\$1,200,000	Combination of grant, sponsorship and volunteer work	Low priority - graveyard land	\$ 1,200,000.00
2	Amenities facilities for the new Cricket/AFL field	\$950,000	Combination of grant, sponsorship and volunteer work	Low priority - graveyard land	\$ 950,000.00
3.	Additional irrigation works on main line	\$850,000	Grant funding	Irrigation of playing fields - RL, Cricket, Soccer, ALF, Union	\$ 850,000.00
4.	Phase 1 - \$5m Construction works to the Community Centre	\$2,600,000	Combination of grants and sponsorship	Medium Priority	\$ 2,600,000.00
5.	Verandah works to one site of the Multipurpose Shed	\$200,000	Grant funding and sponsorship		\$ 200,000.00
6.	New floor to Market Shed with markings for different sports	\$ 75,000	Grant funding and sponsorship contribution	High Priority not enough \$125k	\$ 125,000.00
7.	Road works and car parking in the Rugby League, Community Centre area	\$450,000	Grant funding	Low Priority	\$ 450,000.00
8.	Drainage and parking to the Lakeview Community Hall area and access road to Paintaball	TBA	Yet to be designed		\$ 500,000.00
9.	New horse wash down area	\$25,000	Grant and volunteers	Low Priority	\$ 25,000.00
10.	Additional storage shed for Show, Markets and Equestrian	\$50,000	As funds become available		\$ 50,000.00
11.	Extension works to the Archery Club house and shade areas	\$ 95,000	Combination of grant, sponsorship and volunteer work		\$ 95,000.00
12.	Planning works for the Equestrian Club house	\$ 20,000	Combination of grant, sponsorship and volunteer work		\$ 20,000.00
13.	First shade plantings undertaken	\$ 12,000	Club and Freds Pass funds	Increase to \$60k to plant trees across reserve to replace mahoganies	\$ 12,000.00
14.	Works on the approval of uncertified buildings	\$ 60,000	As funds become available		\$ 60,000.00
15.	Works to Rugby Union club house including showers, toilets, change rooms canteen and first aid room	\$600,000	Combination of grant, sponsorship and volunteer work		\$ 600,000.00
16.	Works to AFL club house facilities including extending the kitchen and serving area with more internal storage space.	\$220,000	Combination of grant, sponsorship and volunteer work		\$ 220,000.00
17.	Major ring rout works	1,494,561	Major works including contingencies and Project Manager.	Not required	\$ -
18.	Solar power to Market Shed	\$10,000	Grant funding	Increase to \$20k as per board 3/20	\$ 20,000.00
19.	AFL Umpires time keeper’s room	\$15,000	Combination of grant, sponsorship and volunteer work	WIP	\$ -
					\$ 7,977,000.00
Year Four					
	Works to be undertaken	Estimate	Comments		
1	Irrigation - Planning and installation works for irrigation upgrade to Polocrosse Main field and Palmerston Polocrosse field new sprinkler	\$ 100,000	Grant funding to be secured		\$ 100,000.00
2.	Finalisation and opening of the new \$5m Community Centre	\$2,500,000	Grant funding to be secured		\$ 2,500,000.00
3.	Road works for new entry to the Markets and to the Cricket fields	\$950,000	Grant funding to be secured		\$ 950,000.00
with formalisation of the cricket car parks					\$ -
4.	Planning for a new Athletics field	\$60,000	Grant funding to be secured		\$ 60,000.00
5.	Lights to the AFL field and upgrade of the transformer	\$290,000	Grant funding, sponsorship and volunteer labour	Increase to \$800k, high priority in 2021	\$ 800,000.00
6.	Sealing of the access road to Polocrosse, Archery and paintball	\$250,000	Grant funding and sponsorship to be secured		\$ 250,000.00
7.	Funding sought for the Amphitheatre	\$10,000	Combination of grant and sponsorship		\$ 10,000.00
8.	Upgrade of power to Polocrosse field area	TBA	To be designed and costs	As per board 3/20	\$ 500,000.00
9.	Funding sought for the new Equestrian Club House	\$10,000	Club initiative and sponsorship		\$ 10,000.00
10.	Car parking for equestrian area completed	\$150,000	Note surface to be non-slip		\$ 150,000.00
11.	Rugby Union scoreboard installation	TBA	Combination of grant, sponsorship and volunteer work		
12.	Works on the approval of uncertified buildings	\$80,000	Grant funding to be secured		\$ 80,000.00
13.	Soccer - Fencing to the back of the main field	\$25,000	Combination of grant, sponsorship and volunteer work		\$ 25,000.00
14.	Solar panels to Equestrian covered arena	\$15,000	Grant funding	High priority 2021	\$ 20,000.00
15.	Curators Workshop for cricket	\$45,000	Combination of grant, sponsorship and volunteer work	WIP ECD 2020	\$ -
16.	Extension to Rugby League field irrigation	\$55,000	Irrigation plus new feeder tanks	Completed 2019	\$ -
Year Five					\$ 5,455,000.00
	Works to be undertaken	Estimate	Comments		
1.	Extensions to the covered existing Indoor Arena including verandah to one side	\$280,000	Grant funding and sponsorship		\$ 280,000.00
2.	Design of bike-paths to link areas of the Reserve to public roads	\$250,000	Grant funding to be secured		\$ 250,000.00
3.	Installation of lights to Polocrosse Main field	\$290,000	Combination of grant and sponsorship		\$ 290,000.00
4.	Construction of the Amphitheatre	\$280,000	Sponsorship and grant funding to be secured		\$ 280,000.00
5.	Planning and design of extensions to the Multi-Purpose Shed	\$25,000	Self funded		\$ 25,000.00

6.	Irrigation works to Main field	\$40,000	Funding to be secured		\$	40,000.00
7.	Permanent bench areas to the Main soccer field	\$45,000	Combination of grant, sponsorship and volunteer work		\$	45,000.00
8.	ALF extend breezeway to create a shaded view area	\$120,000	Combination of grant, sponsorship and volunteer work		\$	120,000.00
9.	Large storage shed for Rugby Union	\$180,000	Combination of grant, sponsorship and volunteer work		\$	180,000.00
11.	Extensions to Lakeview Hall including office and bar servery	\$190,000	Combination of grant, sponsorship and volunteer work		\$	190,000.00
12.	Extensions to the Cricket Club House	\$120,000	Combination of grant, sponsorship and volunteer work		\$	120,000.00
13.	Rooves to stables, blue and pink fields	\$110,000	Combination of grant, sponsorship and volunteer work		\$	110,000.00
Year Six						\$ 1,930,000.00
	Works to be undertaken	Estimate	Comments			
1.	Upgrade of Irrigation to remaining Polocrosse fields	\$30,000	Grant funding and sponsorship		\$	30,000.00
2.	Installation of lights to Main and Junior soccer field	\$300,000	Grant funding		\$	300,000.00
3.	Planning for new Netball and Basketball courts	\$120,000	Grant funding and sponsorship		\$	120,000.00
4.	Funding sought of new Athletics fields and relocation of Polocrossefield	\$ 60,000	Self funded		\$	60,000.00
5.	Construction of the new Equestrian clubhouse and parking area	\$2,500,000	Grant funding, sponsorship and volunteer labour		\$	2,500,000.00
6.	Extension to the Multi-Purpose Shed to provide protection against rain	\$300,000	Grant funding and sponsorship		\$	300,000.00
7	Upgrade of AFL Club House, training space, kitchen and storage areas	\$210,000	Grants, sponsorship and volunteer labour		\$	210,000.00
8.	Electronic Score Board for Cricket	\$60,000	Grants, sponsorship and volunteer labour		\$	60,000.00
					\$	3,580,000.00
Year Seven						
	Works to be undertaken	Estimate	Comments			
1	Planning in place for the Basketball, netball and tennis facility	\$120,000	Self funding		\$	120,000.00
2.	Construction of the bike paths to the Reserve	\$190,000	Grant funding		\$	190,000.00
3.	Completion of the new equestrian clubhouse, car park and access	\$250,000	Grant funding, sponsorship and volunteer labour		\$	250,000.00
4.	Stage One extensions to the Multi-Purpose Shed	\$280,000	Grant funding		\$	280,000.00
5.	Planning in place for the Basketball, Netball, Tennis facility	\$120,000	Grant funding, sponsorship		\$	120,000.00
6.	Additional undercover area for AFL	\$80,000	Grants, sponsorship and volunteer labour		\$	80,000.00
Year Eight						\$ 1,040,000.00
	Works to be undertaken	Estimate	Comments			
1.	Funding sourced for new netball, tennis and basketball courts under cover including power upgrade	\$50,000			\$	50,000.00
2.	Shade structures for Polo-Crosse	\$20,000	Grants, sponsorship and volunteer labour		\$	20,000.00
3.	Shade Structures for Cricket Club	\$20,000	Grants, sponsorship and volunteer labour		\$	20,000.00
4.	Shade structures for Soccer	\$25,000	Grants, sponsorship and volunteer labour		\$	25,000.00
5.	Initial construction of athletics area and new Polo crossefield	\$1,400,000			\$	1,400,000.00
Year Nine						\$ 1,515,000.00
	Works to be undertaken	Estimate	Comments			
1	Construction of new netball, tennis and basketball courts under cover	\$5,200,000	Dependent on final design		\$	5,200,000.00
2.	Change rooms and facilities for Athletics	\$370,000	Grant funding, sponsorship and volunteer labour		\$	370,000.00
3.	Cross Country trail for Equestrians and school groups	\$50,000	Grants, sponsorship and volunteer labour		\$	50,000.00
						\$ 5,620,000.00
						\$ 32,238,310.00

17 Appendixes

Appendix One	Master Plan
Appendix Two	Irrigation Master Plan
Appendix Three	2014 Infrastructure Master Plan layout of roads, fields and car park to be updated in mid 2019
Appendix Four	2014 Infrastructure Master Plan Electrical Service Layout to be updated in mid 2019
Appendix Five	2014 Infrastructure Master Plan Signage Plan
Appendix Six	2016 Engineering Master Plan Services

Appendix One – Master Plan Layout



Appendix Two – Irrigation Master Plan Layout



Appendix Three 2014 - Engineering Master Plan layout of roads, fields and car parking

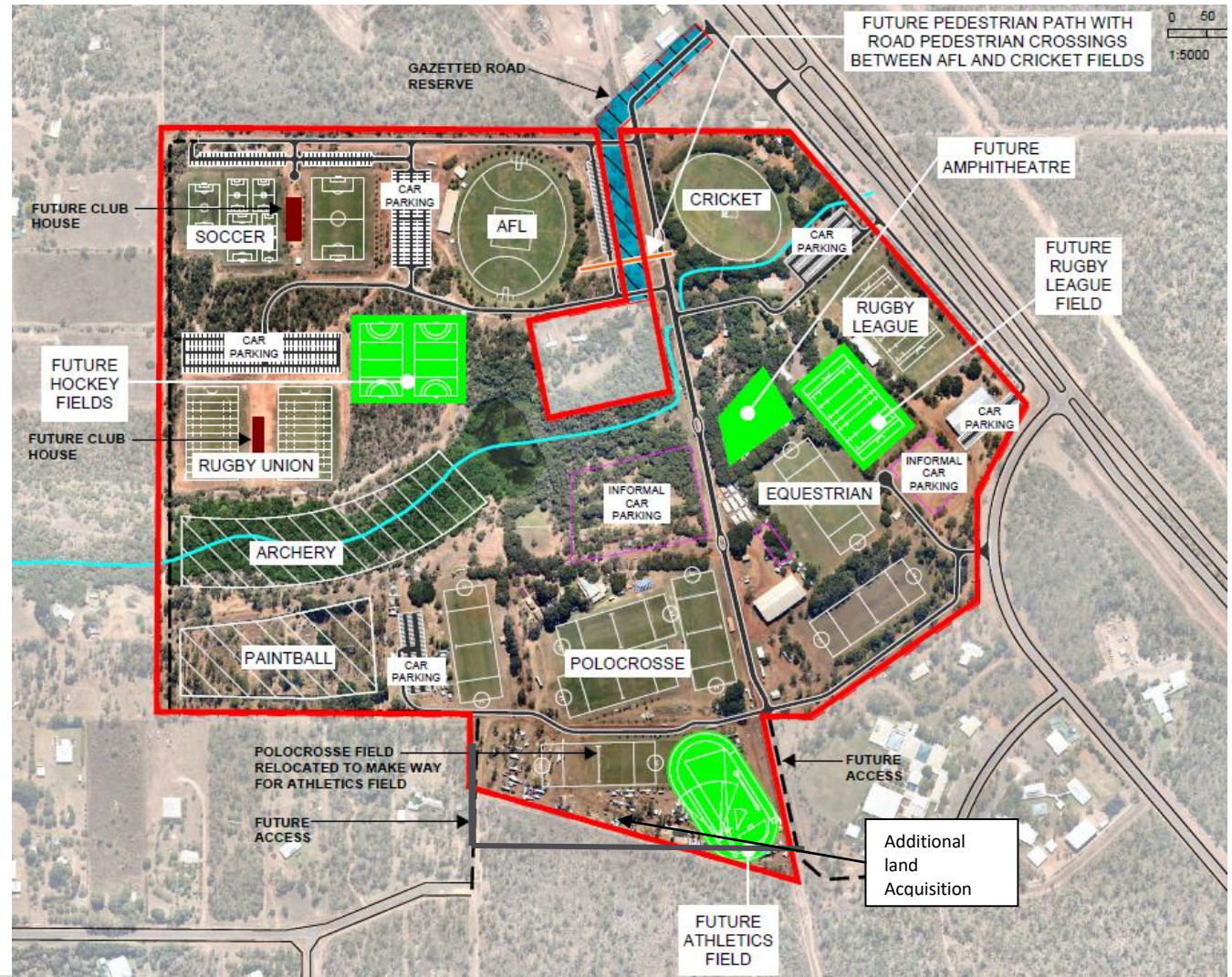
Additional Changes

The Engineering Master Plan needs to be updated as priorities have changed. This includes:

- A field is no longer a priority by Hockey NT.
- The future Athletics field needs realignment and should be moved further to the south
- Archery have expanded their range to allow for all-season fixtures
- Consolidation of an additional parcel of land to the main Reserve will enable the development of a new Tennis, Basketball and Netball facility
- The Equestrian Master Plan will allow for a reallocation of grounds for equestrian sports
- Clubhouses are now large covered shelters which will change into enclosed buildings over the life of this plan.

Note:

This Master Plan will be updated in early to mid 2019.



Appendix Four 2014 - Engineering Master Plan Electrical Service Layout

Update Required

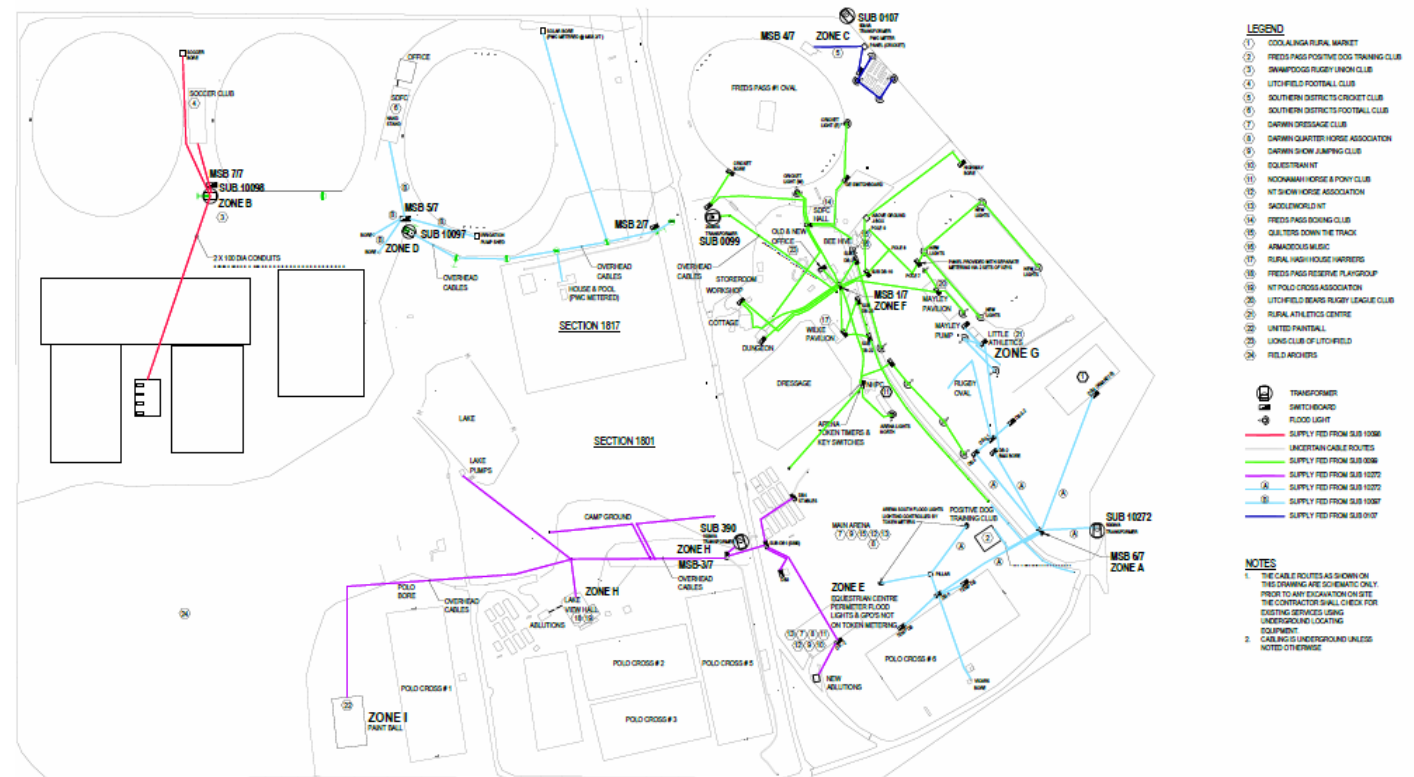
Much of the upgrade works have occurred to meet current requirements.

In the life of this Master Plan this Electrical Layout will need to be reviewed as a result of new Clubhouses, increasing power requirements for the Markets and new facilities.

Note:

This Master Plan will be updated in early to mid 2019.

An updated Services Master Plan can be found at Appendix Six pages 44-82



Appendix Five - 2014 Engineering Master Plan Signage Plan,

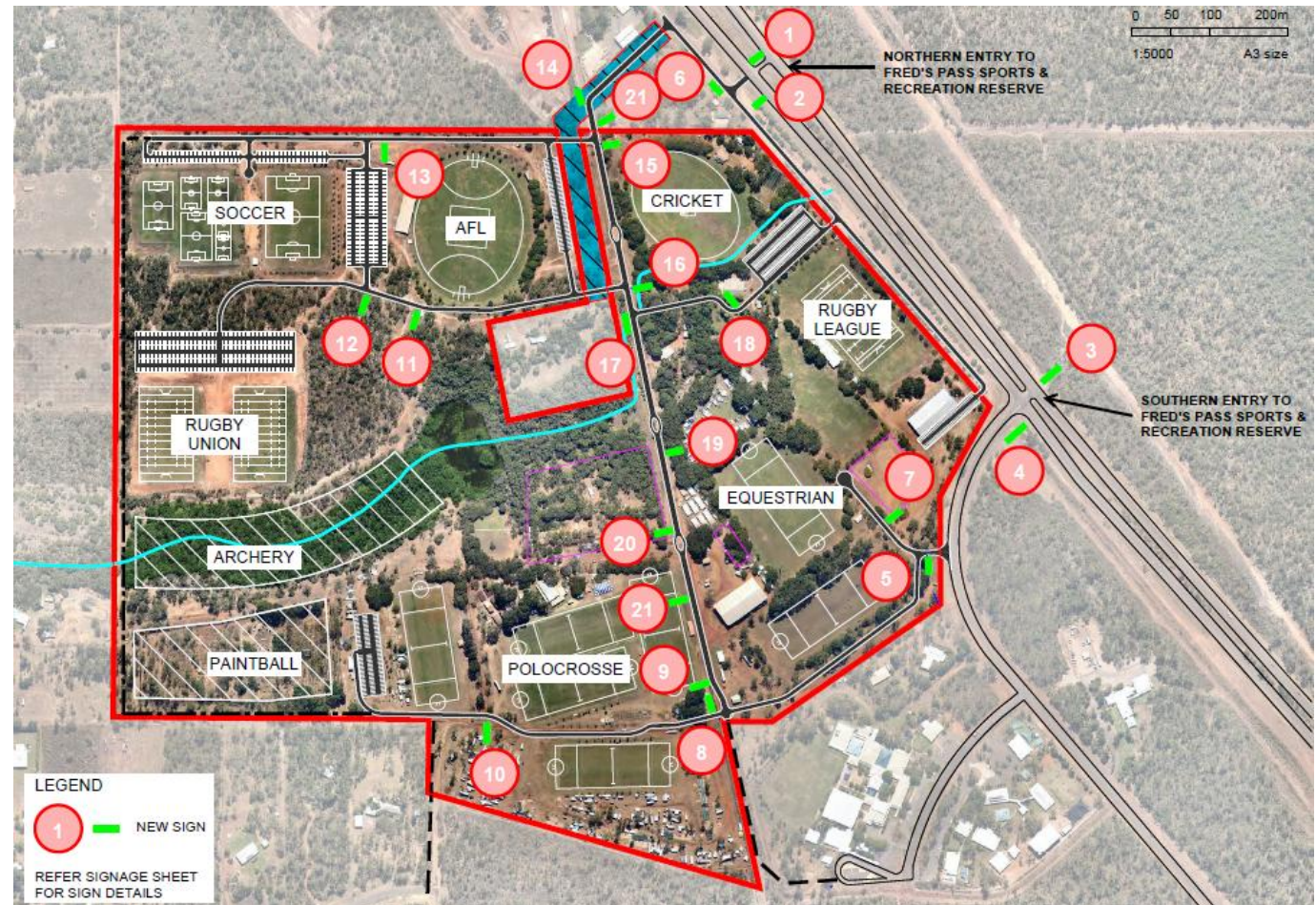
Current situation

The Stuart Highway signs have been completed and the next priority is to provide quality directional signage to each of the major venues within the Reserve.

This will enable St Johns and visitors attending fixtures to find their way easily to the various locations.

As the car parks and major roads are completed the new directional signs should be installed.

A range of safety signs were installed three years ago. These signs need to be reviewed as new access roads are developed.



**Freds Pass Reserve
Engineering Services Master Plan

For Freds Pass Reserve Board of
Management**

February 2016
Revision 1
Job No: 15DA0176

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document control

project name Freds Pass Reserve. Engineering Services Master Plan

Revision	Date	File name 15DA0176- Services Master Plan Report			
0	December 2015	O:\15DA\15DA0176\2-Correspondence\6-Reports\Master Planning - Report\15DA0176- Services Master Plan Report.docx			
			Prepared	Checked	Approved
		Initial	MM	PK	NWC
		Date	22/12/15	22/12/15	22/12/15
1	February 2016	File name 15DA0176- Services Master Plan Report - r1			
		O:\15DA\15DA0176\2-Correspondence\6-Reports\Master Planning - Report\15DA0176- Services Master Plan Report – r1.docx			
			Prepared	Checked	Approved
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1 Executive Summary

This report has been prepared in response to a request from the Freds Pass Reserve Board to assess the existing services infrastructure and to provide future services master planning. The report considers the current and future services requirements of all major user groups of the reserve over a ten year period.

In particular, the Board has tasked Irwinconsult to carry out reviews of the following Engineering Services:

“A review and upgrading of the power, which is in desperate need as current supplies are not able to cope with demand, and in addition the Freds Pass Sport and Recreation Management Board (FPSRMB) sees energy as a commodity that is tied directly to our ability to improve our economic growth.

An upgrade of the drainage system to allow for a far more efficacious use if a valuable natural resource, greater retention of soil moisture, removal of unwanted toxins, reduce unwanted soil erosion and provide better developed grass over our playing fields, while ensuring we have a better collection method of the resource for dry season irrigation.

An upgrade of our road networks. There are currently wet season issued with unsealed roads around the Reserve. These roads are a safety hazard for children, for members of our User Groups towing horse floats and in many places the roads are substandard. The level of dust and particle matter is high during the dry season obscuring vision and causing health problems.

The road work needs to be designed and constructed taking into account peak traffic flows as a priority. Access roads, crossing of the pipeline and safe parking in the Reserve need to be done in a methodical manner to ensure User Groups and visitors to fixtures have safe, adequate, accessible and well maintained road network.”

Concurrent with the review of Engineering Services the Board is pursuing the following activities:

- The creation of an amphitheatre stage space
- Accessing additional land for the Reserve for an Equestrian Centre and for ball sports
- Design and construction of an Equestrian Centre to cater for all equestrian users
- Enclosing the existing market shed to create an Indoor recreation facility and an office for management of the Reserve
- Extending the existing Boxing facility to create a Fitness Centre
- Relocation of the Maintenance area to create space for alternative users
- Support for Sporting Clubs to upgrade their facilities including the building of club houses, installation of lights, improved storage, amenities and change rooms and improved meeting spaces
- Upgrade of irrigation to several fields and ovals
- Improved signage to the Reserve.

The specific services that will be considered are:-

- 1) Roads Network
- 2) Stormwater Drainage and Collection
- 3) Water Supply and Reticulation
- 4) Sewerage and Waste Water Treatment
- 5) Electrical Supply
- 6) Signage

In order to develop a future services master plan for the Freds Pass Reserve, four main objectives must be addressed:

- a) The location, extent and capacity of the existing services infrastructure.
- b) The current demand and usage times of the existing services by the user groups.
- c) The projected increased demand of the new and existing facilities.
- d) Provide financially viable solutions to improve Freds Pass Reserve Infrastructure in order to address current demand shortfalls and meet future demand.

The first objective has been to determine the location, extent and capacity of the existing services infrastructure for the reserve. This was achieved by commissioning a detail survey of the Reserve. This was done in conjunction with the obtainment of records of existing services. The survey includes the existing topography, existing services visible from the surface and the confirmed locations of services easements and the associated boundaries.

The second objective has been to determine the current demand and usage times of the existing services by the user groups. This has been achieved by holding user group meetings to obtain user group feedback regarding the capability of the existing utilised facilities.

The third objective has been to determine the projected increased demand of the new and existing facilities. This is achieved by taking into account future growth predictions due to the increase of user groups to the Reserve and the projected growth of the existing user groups. User group feedback was also solicited to determine any future expansion of new facilities to assist with the projected future increased demand.

The fourth objective has been to provide financially viable solutions to improve Freds Pass Reserve Infrastructure in order to address current demand shortfalls and meet future demand.

2 User Groups

Freds Pass reserve caters to several user groups that respectively maintain their own facilities located within the boundaries of the reserve.

- **Polocrosse** – Polocrosse utilises 6 pitches located in the southern section of the reserve and occupies a large portion of the available area. The facilities are used at various times during the course of the year.
- **Equestrian** – The Equestrian clubs are located in the south portion of the reserve and utilise a series of fields and stables in the area. The clubs that are incorporated in the Equestrian user group are: Equestrian NT, Darwin Dressage Club, Darwin Quarter Horse Association, Darwin Show Jumping Club, Noonamah Horse & Pony Club and the NT Show Horse Association.
- **Freds Pass Positive Dogs Training Club** – The Dogs Training Club shares a field with the equestrian clubs, located in the south-east portion of the reserve. The club meets regularly on Tuesday and Thursday evenings.
- **Freds Pass Field Archers** – The archery range is located within the creek embankments, downstream of the existing lagoon. Regular shooting sessions are held on a fortnightly basis on Sundays. The range is available for use by members on every other day of the week.
- **Litchfield Rugby League Club** – Rugby League utilises the main pitch located near the Stuart Highway boundary which incorporates the grand stand. Rugby League season takes place during the dry season months.
- **Swamp Dogs Rugby Union Club** – Rugby Union has two pitches located to the east of the reserve. The Union playing season takes place during the dry season months.
- **Southern Districts Football Club (AFL)** – Southern Districts utilises an oval, clubhouse and grandstand that is located to the reserve's north. The AFL playing season is during the wet season months.
- **Southern Districts Cricket Club** – The cricket user group currently utilises an oval and club house to the North of the reserve with car parking facilities. The cricket season takes place during the dry season months.
- **Litchfield Football Club (Soccer)** – The soccer club utilises two pitches in the North-West portion of the reserve. The club also controls a small shed and field lighting.
- **Coolalinga Rural Markets** – The Coolalinga Rural Markets utilise the “Big Shed” located near the intersection of the Stuart Highway and Bees Creek Road. The markets consist of several vendors and stalls. The markets are held every Saturday morning, between 8:00am and 1:00pm, all year round.
- **Quilters Down the Track** – The quilting club meet at the Beehive every Tuesday morning and every 2nd and 4th Saturday afternoon of the month.
- **Rural Athletics Centre** – The Rural Athletic Club meet at the Rugby League Field. The track is set out around the league field which is utilised during the same period in the year.
- **United Paintball** – United paintball currently leases a portion of land in the South-West portion of the reserve. The business operates 7 days a week all year round.
- **Freds Pass Rural Show** – The Freds Pass Rural Show takes place annually, usually over 3 days during the month of May. The show utilises the existing facilities normally used by the Freds Pass Rural Market.

3 Initial User Group Input

Irwinconsult engaged several user groups of the Freds Pass reserve over a series of meetings to obtain feedback for the purposes of services master planning. Feedback included current concerns relating to traffic flow and movement, stormwater drainage, supply of services and future intent.

Polocrosse

Members of the Polocrosse user groups expressed concerns regarding safety about through traffic which occurs near the Polocrosse playing fields. It has been reported that vehicles, particularly those that are travelling to the neighbouring paintball facility, speed along the access track which runs adjacent to the Polocrosse fields.

Polocrosse members have also raised concern regarding the current access to the Polocrosse fields through the shared access via Bees Creek Road. User feedback has stated that, during the weekly Coolalinga Rural Markets trading hours, traffic becomes difficult to manage and heavily congested at the access. This problem is compounded by the arrangement of the access and the size of the horse floats used by Polocrosse and equestrian members.

Equestrian

The FredsPass board has declared that there is intent to construct Darwin's main equestrian centre within FredsPass. It has been requested to consider the possibility of the development in the services master planning.

Freds Pass Positive Dogs Training Club

No feedback was received from this user group.

Freds Pass Field Archers

Archery members have raised concerns regarding the access that is currently available to members with some areas of the track being very steep and unsuitable for two wheel drive vehicles.

Litchfield Rugby League Club

Rugby League member have stated that during large scale events, such as the Freds Pass Rural Show, members have had difficulty competing for available parking space. Additionally, members have raised that members from the Coolalinga Rural Markets and the rural show have used sections of Rugby League facilities. It has been requested that methods to improve traffic flow and the segregation between the facilities are implemented. The club also has requested a second field for junior training. Currently the club has capped junior playing squads due to lack of training areas.

With regards to electrical supply, the user group has stated that the current supply is insufficient for powering the main lights for night time games. At present, the lights are turned on at half power for training sessions. For competition matches, a generator is connected to the lights and supplements the existing supply. It has been requested that improving the electrical supply to the area is considered in the master planning process.

Swamp Dogs Rugby Union Club

Rugby Union has expressed interest in the future construction of permanent club house structure. The new clubhouse would require the installation of services, such as water reticulation, sewer treatment and electricity supply.

The access to the existing Rugby Union car park has also been identified as being very steep and that methods to provide a more comfortable access are considered.

Signage is required as Emergency Vehicles have difficulty locating the fields on the Reserve.

Southern Districts (AFL)

It has been indicated by the AFL user group that there is scope to provide a junior sized oval for children's training and junior matches.

It is proposed that the cricket oval be utilised for junior training and matches. Adequate pedestrian paths linking both facilities require consideration.

Southern Districts Cricket Club

The cricketing user has declared that a junior sized oval would be ideal for children's training and junior matches.

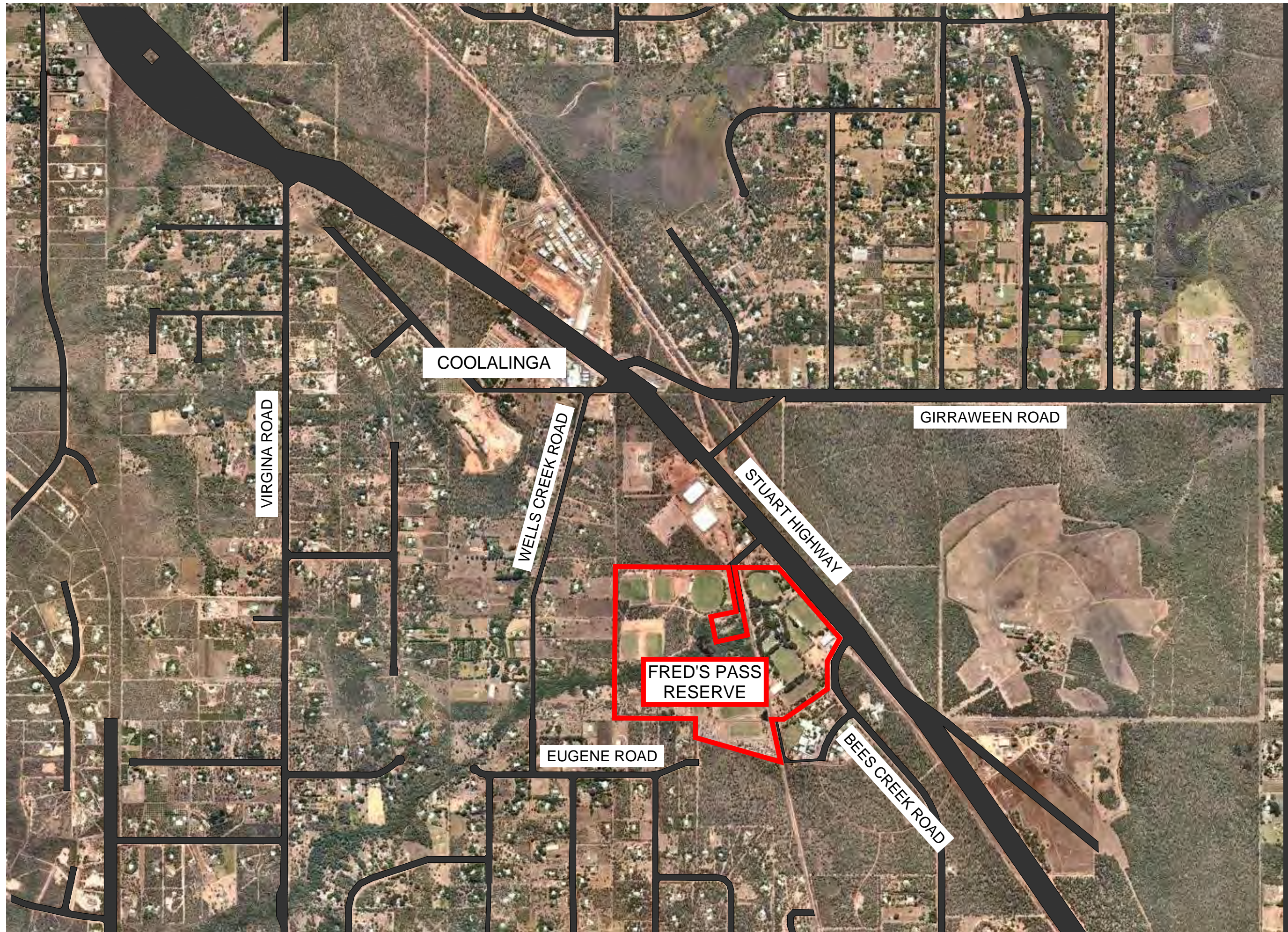
The user group has also raised concerns regarding drainage in the nearby car park area with runoff crossing the allotment boundary from the Stuart Highway Road Reserve. It has been requested that methods are explored to help divert the runoff from the car park area.

Coolalinga Rural Markets

Members of the Rural Markets have raised concerns regarding storm water drainage in the area of the main pavilion. Reports state that runoff from the Bees Creek Road and Stuart Highway road reserves sheet flows into the market area and inundates the area.

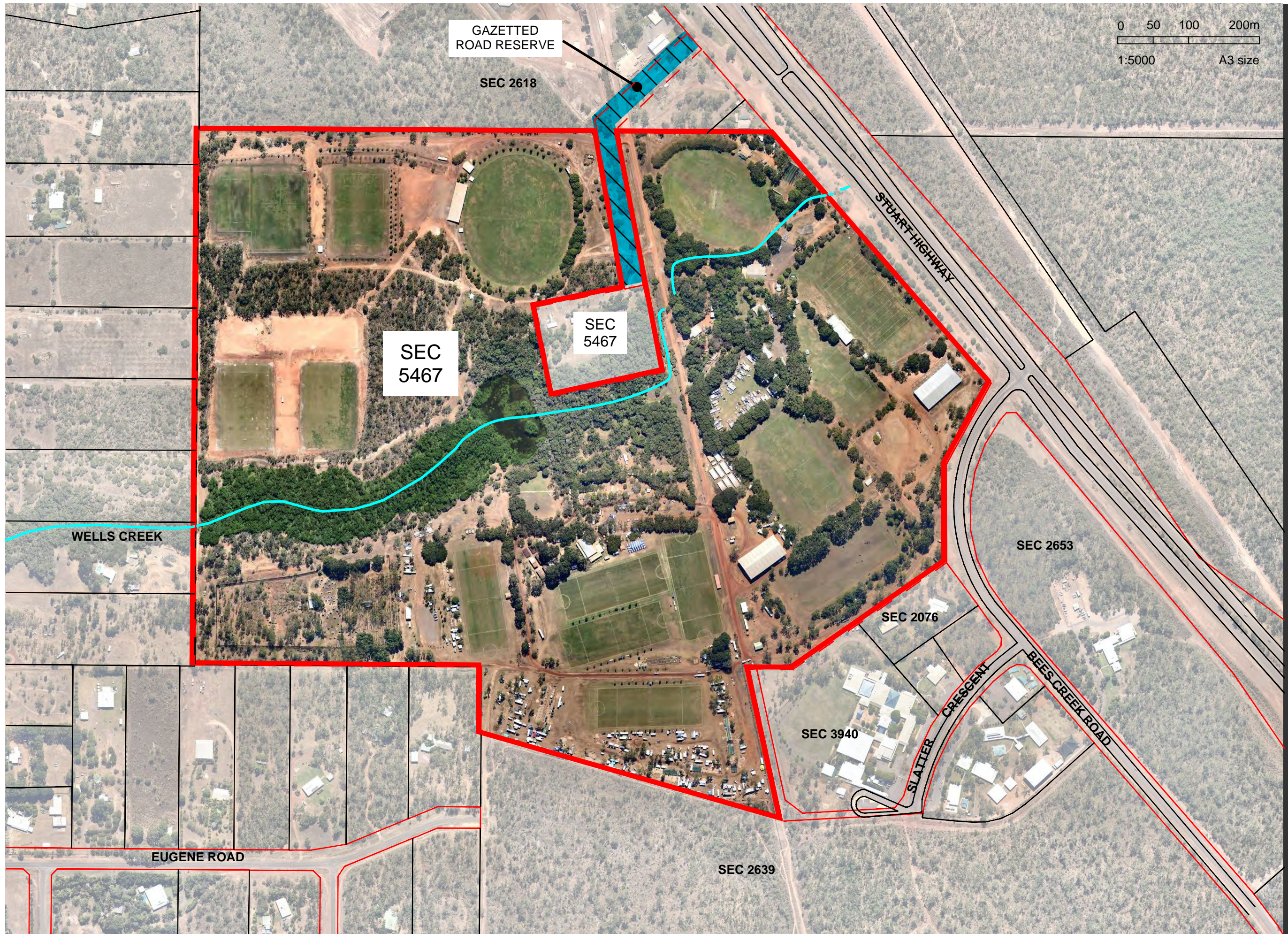
Freds Pass Rural Show

User feedback has indicated that there is an insufficient electricity supply during the rural show.



LOCALITY PLAN

FRED'S PASS RESERVE - ENGINEERING SERVICES MASTER PLAN



FRED'S PASS RESERVE - ENGINEERING SERVICES MASTER PLAN

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4 Existing Infrastructure

The existing infrastructure of Freds Pass Reserve includes the facilities and buildings utilised by the user groups as well as the services and amenities which cater for those facilities.

4.1 Water

Freds Pass Reserve is currently supplied partly by water reticulation from the PowerWater water supply main and water sourced from bores as well as a reservoir located centrally within the reserve.

Irrigation is provided on all sports playing surfaces with different fields opting for either underground irrigation or overland irrigation.

Existing Authority Water Mains

Presently located with an easement that traverses the allotment from South to North are two authority water mains.

One being an above ground DN300 steel main and the other a DN1350 steel / concrete lined main in ground.

The above ground water main provides 4 of the 5 water service connections to the reserve.

The other service is from a water main located within the Stuart Highway road Reserve.

Below is a list of meters that are registered to the Fred’s Pass Reserve.

Size	Meter No.	Description of Location
25mm	14X007494	CHANNEL ISLAND GAS WORKS METER ON PIPELINE BAK FRED'S PASS OVAL
50mm	03HB08383	ON PIPELINE NEAR HORSES STABLE
50mm	12FZ00439	METERS ON PIPELINE STUART HIGHWAY SIDE
50mm	12FZ00407	KEY Y
50mm	11FZ00098	BACK OF SCHOOL GROUND ON PIPELINE

Currently Power and Water Corporation has indicated that no additional service connection will be allowed/approved. Power and water Corporation has a policy that only allows one service connection per allotment and currently the reserve exceeds this policy.

Irrigation

There are two main types of irrigation systems used on sporting fields

- 1) Automatic pop-up type irrigation systems
- 2) Traveller irrigation systems.

The advantages for the Automatic irrigation system are:

- Minimal labour requirements

- Reduce risk of vandalism
- Safer option to public and user groups
- More flexibility and greater potential for water savings

The disadvantage for the Automatic irrigation systems are:

- More expensive
- Easy to over water a facility and thereby compromising its performance.

The advantages for the traveller irrigation systems are:

- Cheaper
- Can be moved to specific locations and therefore irrigate isolated areas which in turn reduce water consumption.

The disadvantages for the traveller irrigation systems are:

- Significant labour requirements (setting up and moving)
- Susceptible to vandalism

Recommendation

It is recommended that the sporting fields such as AFL, NRL, Soccer and Cricket be irrigated via an automatic sprinkler system.

These areas could be irrigated at night to minimise water consumption and operational labour costs. The polocrosse fields and equestrian fields could be irrigated via the travel irrigation system.

4.2 Sewer

There is no reticulated sewer system in place at the Freds Pass Reserve. The majority of the existing buildings and ablution blocks on site treat sewerage via on-site treatment systems or septic tanks.

4.3 Stormwater Drainage

Freds Pass reserve utilises mostly surface treatments to manage stormwater drainage across the entirety of the site. The reserve does not possess any underground stormwater drainage network.

Stormwater runoff is generated from the North-East, East and South-East areas surrounding the reserve, including the Stuart Highway. The reserve is situation within a local low spot and serves as the collection point for the runoff generated in the surrounding areas.

In the east portion of the site, stormwater is collected via swales and open drains and discharges into an open drain which is located around the southern end of the existing cricket oval. This open drain also picks up stormwater discharge from the Stuart Highway and Bees Creek Rd road reserves. This stormwater is directed underneath an existing service access road via two culverts which then deposit stormwater into Freds Pass Reserve reservoir.

The ground in the east portion of the site is considered to be relatively flat with poor drainage reported by the user groups in various areas.

In the central-to-west portion of the reserve, swales and open drains are currently utilised to re-direct stormwater drainage around the existing facilities in place, including the playing fields and club houses for AFL, Soccer, Rugby Union and Polocrosse. All areas located in the central-to-west portion of the reserve drain to the existing creek bed (Wells Creek). Wells Creek flows through Virginia and acts as a tributary to the Elizabeth River during the wet season months.

4.4 Traffic and Road Network

Roads

The Freds Pass Reserve has an internal road network that services the existing user groups and provides access to all major facilities. The existing roads are mostly unsealed with the only sealed sections of road being the access roads connecting to Bees Creek Road and the existing service road located within the Stuart Highway Road Reserve.

A single “main” road bisects the reserve and is located upon an existing PowerWater services easement. The main road acts as an arterial road for several access roads which direct traffic to the respective user groups.

Traffic Management and Signage

At present, the main road is closed off to general traffic with a boom gate inhibiting through traffic. Traffic is segregated so that vehicles using the North access are unable to egress using the South access and vice versa. The gate is opened to allow access to service vehicles and to improve traffic circulation during periods of heavy traffic.

All roads are considered two-way traffic with some access tracks being wide enough to allow a single vehicle. The nominal speed limit for the reserve is 20km/hr.

Signage is provided to assist motorists navigate the reserve to find their desired destination at the access on Bees Creek Road. Limited signage is available to direct traffic accessing the reserve from the North access.

4.5 Buildings

There are many existing buildings located within the reserve with some serving as multi-use community buildings. Most buildings are supplied with electricity and water with the majority relying on sewerage treatment systems due to a lack of reticulated sewer.

Southern Districts Football Club – Club House



The AFL Clubhouse is located on the west boundary of the Southern Districts AFL oval. It is currently in use by the Southern Districts Football Club. An ablution block is located to the north of the clubhouse.

The clubhouse is serviced by electricity and power. The ablution block treats sewerage via on-site sewerage treatment systems.

Litchfield Football Club - Shed



Southern Districts Cricket Club – Clubhouse



Freds Pass Sports and Offices



The Freds Pass Reserve offices are located to west of the existing rugby league fields and south of the existing cricket oval.

The Freds Pass offices are supplied with electricity and water. An ablution block is situated adjacent to the offices and locally treats sewerage.

The Bee Hive



The Bee Hive is a multi-use community building located directly North-East of the Freds Pass Offices. Services provided to the building include electricity and water.

Freds Pass Community Hall



Freds Pass Rural Markets – “The Big Shed”



Litchfield Rugby League Football Club – Mayley Pavilion



Lakeview Hall

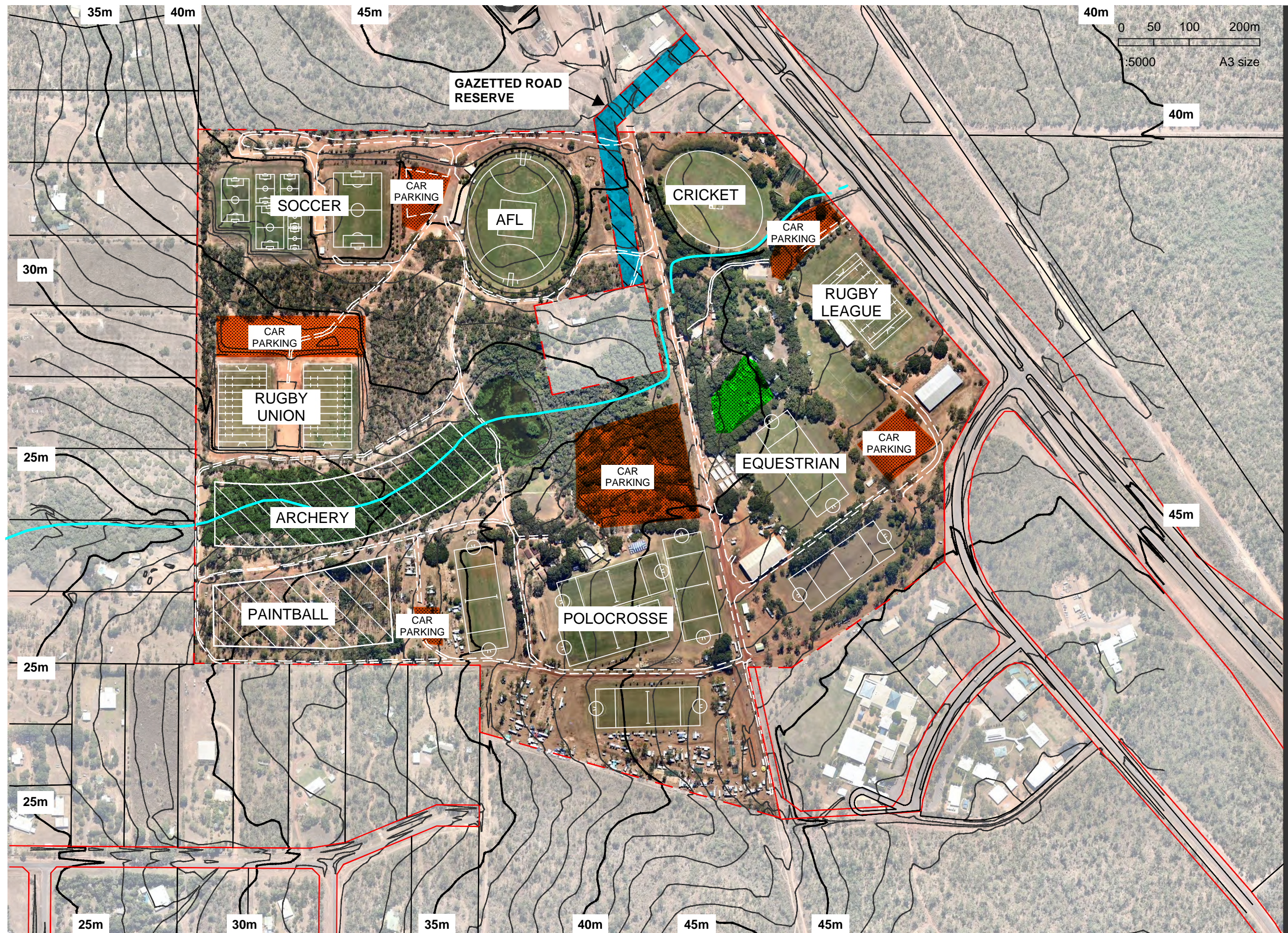


Indoor Sand Arena



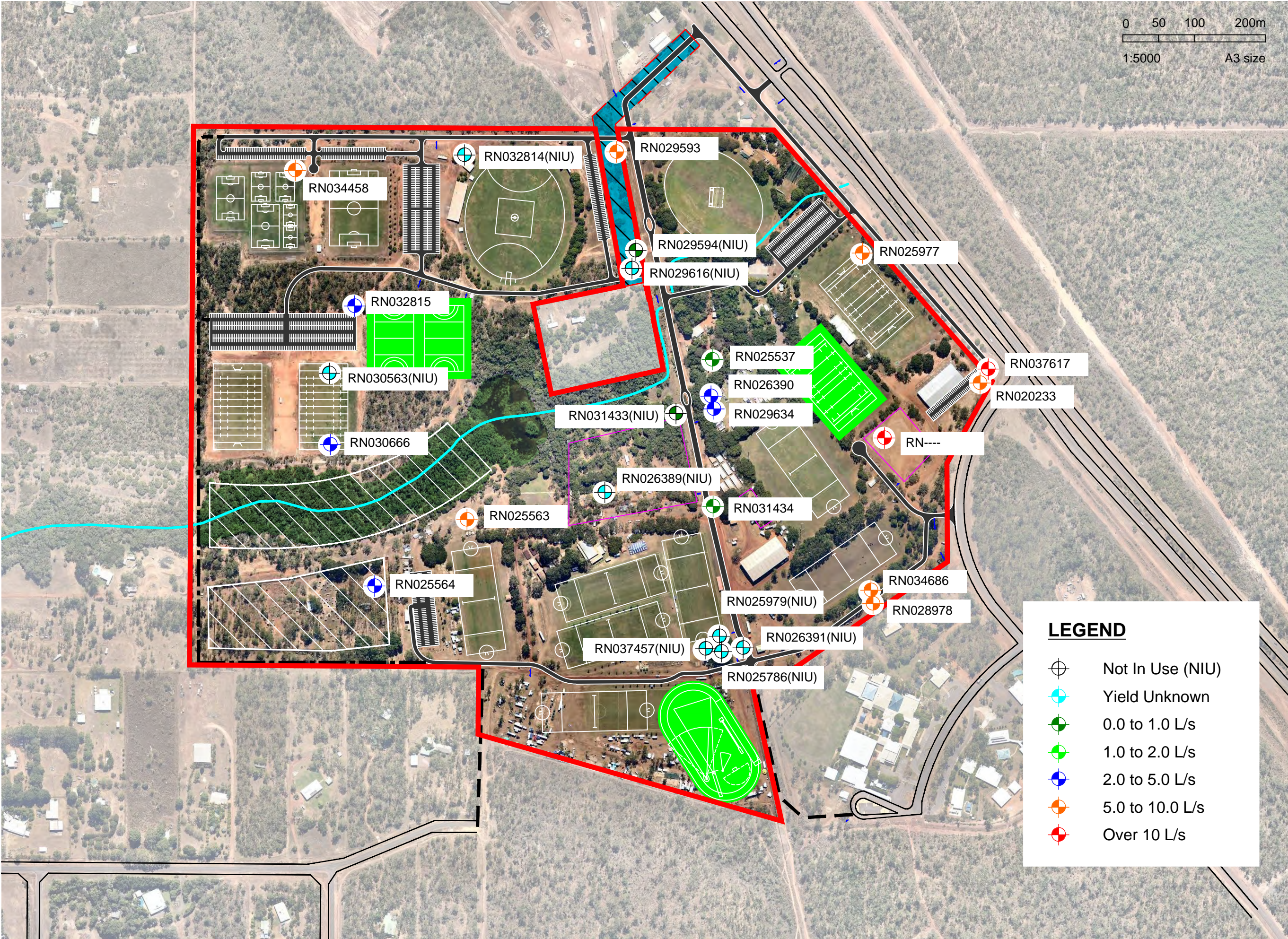
Paintball Shed





FRED'S PASS RESERVE - ENGINEERING SERVICES MASTER PLAN

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FRED'S PASS RESERVE - ENGINEERING SERVICES MASTER PLAN

EXISTING BORE
LOCATIONS

5 Traffic Management Study

As part of the Masterplanning process Irwinconsult have commissioned a Traffic Management Study to record the current traffic flows to and from the Reserve via all major access directions.



Projections of growth of traffic volumes have also been analysed.

Refer Appendix A for Full Report.

Current Conditions

The assessment within the report has determined that the existing intersection of Bees Creek Road/Stuart Highway, which is used by the majority of the traffic to access and egress Freds Pass Reserve is deficient in terms of its ability to accommodate the existing required design vehicles and is likely to reach capacity in 2025 with increased traffic to and from the Freds Pass Reserve of between 50% and 75% on Saturday's. It also indicates that lane blockage within the median break will occur for any level of increase in Freds Pass Reserve traffic with background growth to 2025.

The existing "secondary access" off Stuart highway to the north of the site (ie. The Power and Water access) has a wider median in the Stuart highway than the Bees Creek Road and hence would be better able to accommodate the appropriate intersection layout and control for a major access to Freds Pass Reserve.

Future Growth

In addition to traffic growth that can be expected with an improved and upgraded Active Recreational Area such as Freds Pass Reserve, the Darwin Regional Land Use Plan 2015 is likely to result in smaller rural residential lots in and around Freds Pass and Bees Creek which in turn would result in an increase in traffic along Stuart Highway and Bees Creek Road past Freds Pass Reserve, irrespective of traffic growth associate with Freds Pass Reserve.

Recommendations

The Freds Pass Concept Masterplan provides an excellent opportunity to review and assess alternative Main Access Location to Freds Pass Reserve and alternative Secondary Access Locations to future proof access to Freds Pass Reserve. This could be achieved through either retaining the current access arrangement off Bees Creek Road and undertaking substantial improvements to the Bees Creek Road/Stuart Highway intersection, or providing access to Freds Pass Reserve off Stuart Highway near the Power and Water access and undertaking less substantial improvements to both this intersection and the Bees Creek Road/Stuart Highway intersection.

It is therefore recommended that:

- a) This Traffic Impact Assessment report is accepted as a robust representation of the traffic and transport impacts associated with the Freds Pass Reserve Concept Masterplan as described in this report and included as Appendix A.
- b) This Traffic Impact Assessment report is used as the basis to consider relocating the main intersection access as described and for the reasons documented.
- c) Once a decision has been made on the access arrangements that consideration is given to developing a directional sign strategy as outlined in the technical Note included as Appendix C.

Action Taken

The recommendation of relocating the Northern access to Freds Pass Reserve was submitted to the Department of Transport – Road Networks and initially was considered to be a good option. Further development of the intersection demonstrated that that the intersection of the future Service Road and the intersection on to the Stuart Highway did not provide sufficient stacking space for vehicles. Therefore presently Road Networks is not supportive of this proposal and prefers that the existing location be redeveloped to suit the entrance. Alternatively they also support the secondary access points to minimise access of the Stuart Highway.

Service Access Road

The Department of Transport-Road Network are supportive of the Service Road that would provide access to Cricket, Rugby League and the markets.

A complete copy of the Traffic Management Study is incorporated as Appendix A as a separate volume to this document.

6 New Sport Fields and Extension to Existing Fields

In response to user group feedback and consideration for future growth, new sporting fields are proposed in conjunction with expansion to existing fields in order to cater for future demand.

With respect to new sporting fields and the extension/expansion of existing fields, this report recognises that the available land within the reserve is limited. This report also recognises that new user groups, outside the current set of user groups, may apply to utilise land within the reserve.

Proposed New Sports Field

A portion of land, located directly to the East of the existing Rugby Union Pitches and South of the existing AFL Oval, has been identified as suitable for future development of a new playing surface for an existing or new user group. The land has gradual fall across the site and is located away from concentrated water courses. The surrounding existing and proposed new road networks will be located in close proximity to the proposed field thereby increasing accessibility.

Extension to Existing Rugby League Training Pitch

It is proposed to extend the existing Rugby League Training Pitch to allow for use as a competition playing field. The training pitch is located directly to the West of Mayleys Pavilion. The existing road layout of the reserve currently restricts the field's capacity to expand and will be required to be modified to allow for the extension.

With the new road layout the existing road that restricts the expansion of the field is demolished and access to fields is provided by the future Service Road and access via the main service corridor.

Proposed New Athletics Track & Field Facilities

The Rural Athletic Club meet at the Rugby League Field. The track is set out around the league field which is utilised during the same period in the year.

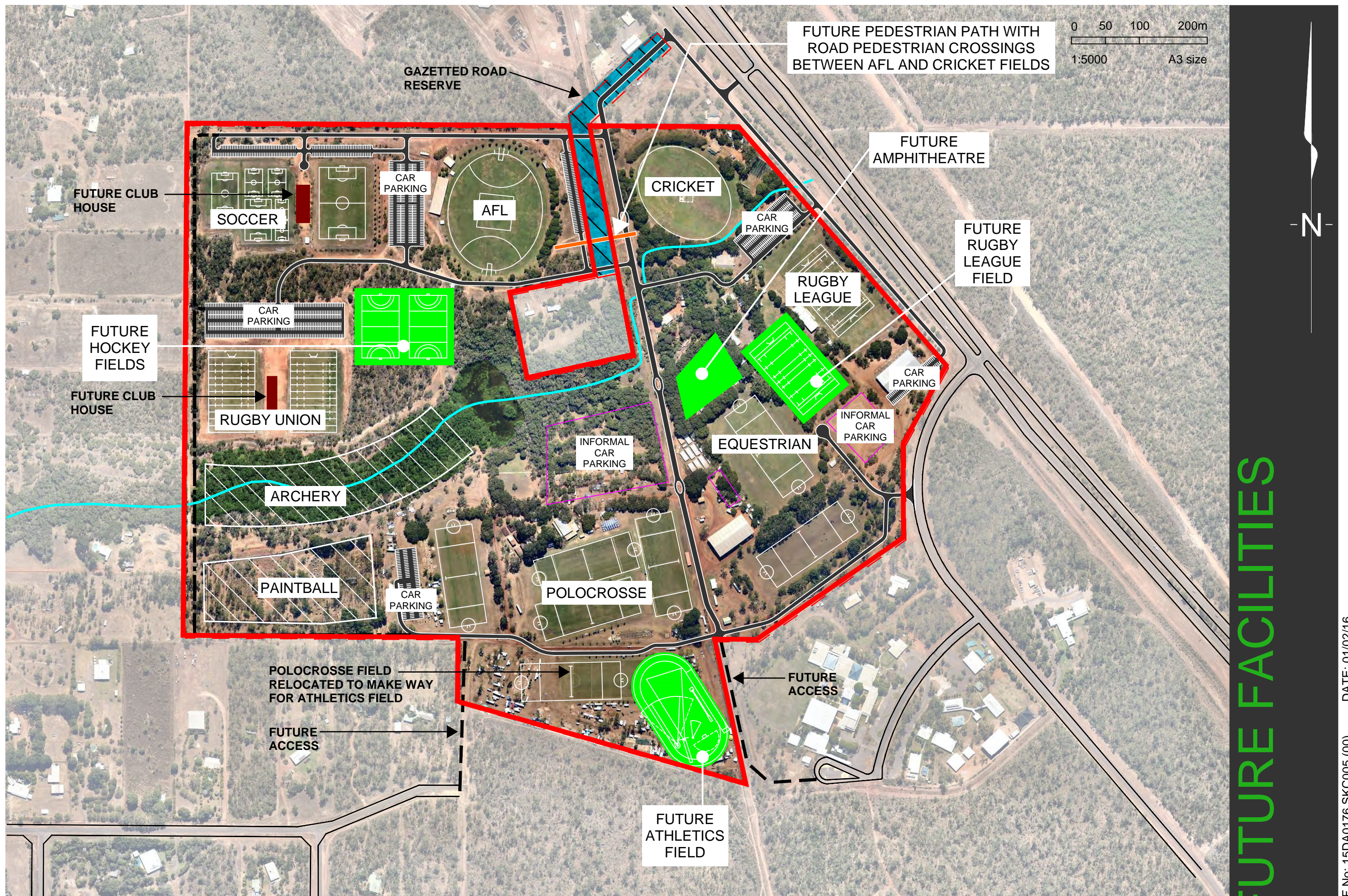
The proposed new Athletics Track & Field facilities will be located on the southern edge of the site adjacent to the Bees Creek Primary School providing additional sporting facilities for the schools use. It is proposed that Polocrosse Field 4 will be moved by half its length west across the site to make room for the new Athletics facilities.

The proposed new Athletics Track & Field facilities consists of new purpose built grass field facilities. The facilities are design to consist of a:

- Standard eight lane 400m running track,
- A 100m "straight" running track located along one of the straits,
- Combined Long Jump, Triple Jump and Pole Vault track,
- High Jump Track,
- Combined Discus and Hammer field,
- Javelin field, and
- Shot Put Field.

Future consideration may be given to converting the grass athletics field to synthetic should demand for athletics in the region increase.





FRED'S PASS RESERVE - ENGINEERING SERVICES MASTER PLAN

7 Upgrade to Internal Road Network

The existing road network of Freds Pass Reserve currently provides access to the existing sports fields and other sports facilities within the reserve. It is understood that the existing layout of roads has developed without a master plan for a road network with ad-hoc tracks formalised as new fields have been constructed. The intent with the upgrade of the internal road network is to provide accessibility to future developments while also providing safe traffic conditions for motorists, pedestrians and other members of the user groups.

1 – Spine Road North - Widen and Seal

7 – Spine Road South - Widen and Seal

The main service corridor is located on the PowerWater services easement that bisects the Freds Pass Reserve. The existing road is wide enough for two-way traffic in some areas but reduces in width in other areas to restrict vehicles to one-way traffic. It is currently unsealed.

The proposal for the main service corridor is to upgrade the road to act as the main strip through the reserve. The upgrade would require that the road is widened to allow two way-traffic throughout the service corridor.

Increased usage of the road may require that the road is maintained to be more trafficable over the course of the year. It is proposed that the main service corridor is upgraded to be bitumen sealed. This would help prevent against inundation where the road may become muddy or difficult to traverse.

2 – Access Road to Rugby Union – Re-alignment, Grade & Seal

The existing access road to the Rugby Union Fields is via a wondering dirt track with some steep gradients that are, at times, only accessible by four wheel drive vehicles. Wet season inundation adds to access problems for these sporting fields.

It is proposed to amend the alignment of the road to make it less ramshackled and fix the grade to allow all vehicle access. It is proposed the road will be bitumen sealed in order to prevent inundation of the road.

3 – Proposed New Stuart Highway Service Road - New Sealed Service Road

A new service road is proposed within the Stuart Highway road reserve for the purpose of providing secondary access to the Rugby League car parking facilities as well as the Freds Pass Rural Markets.

The new service road will provide improved traffic flow in scenarios where a high concentration of visitors to the reserve may congest the Bees Creek Road access.

The extent of the new road will be from the access joining the Stuart Highway to the service gate of “The Big Shed”. The new service road will be bitumen sealed.

4 – Polocrosse & Paint Ball Access – New Alignment & Seal

The existing access road to the paintball leased area is currently straight stretch of unsealed road that connects the Paintball area to Bees Creek Road. User groups have expressed concern with vehicle traffic at speed on this road as it bisects the Polocrosse playing area. Traffic calming devices, such as speed humps, were not recommended due to the high number of horse floats required by users in the area.

It is proposed to amend the alignment of the road to discourage motorists from travelling at speed through the Polocrosse playing area. The alignment will be adjusted to include horizontal curves to remove long straight stretches of road.

5 – AFL & Soccer Access – Upgrade & Seal

Comments from the user groups has identified that the road that provides access to the AFL oval and the Soccer pitches can become muddy during the wet season months.

It is proposed that the road providing access is upgraded to be bitumen sealed in order to prevent inundation of the road.

6a – Existing Entry Road - Upgrade and Re-Alignment

4 – Polocrosse & Paint Ball Access - Upgrade and Re-Alignment

The main thoroughfare is accessed off Bees Creek Road and provides access to the Freds Pass Rural Markets, The Dressage Stadium, Wilkie Pavilion, The Litchfield Rugby League Football Club, The Freds Pass Reserve Board Offices, The Freds Pass Reserve Community Hall an the Southern Districts Football Club.

The current road is sealed and is wide enough to provided two way traffic and is one of the Reserve’s most heavily used roads.

The proposal for the main thoroughfare is to widen the road and adjust the alignment.

6b – Service Road & Spine Road Link – Proposed new sealed link road

A new link road is to be provided to improve traffic circulation within the reserve. The new link road will connect the main thoroughfare to the main service corridor. The proposed alignment of the link road will require the removal or relocation of the existing care takers residence.

The proposal is to construct the new link road with a bitumen sealed surface which can act as an alternate access way to the AFL Soccer and Rugby Union fields located in the North West of the site from Bees Creek Road and vice versa.



LEGEND

- 1** New spine road, northern sector
- 2** Access to Rugby Union
- 2a** Rugby Union Carpark
- 3** New Stuart Highway service road access to markets
- 3a** Service Road Carpark
- 3b** Service Road Carpark
- 4** Access to Polocrosse & Paintball
- 4a** Polocrosse & Paintball Carpark
- 5** Access to AFL and Soccer fields
- 5a** Combined AFL & Soccer Carpark
- 5b** Soccer Carpark
- 5c** AFL Carpark
- 6a** Modification to existing entry road
- 6b** Link between Service Rd Carpark and Spine Rd
- 7** New Spine Road southern sector

ROAD WORKS
PRIORITIES

FRED'S PASS RESERVE - ENGINEERING SERVICES MASTER PLAN

8 Upgrade to Electrical Infrastructure

8.1 Electrical Supply

The electrical supply to site has several connections. They consist of:

- Low voltage supply from Bees Creek Road which supplies main switchboard MSB 6/7.
- Low voltage supply from the Stuart Highway which supplies main switchboard MSB 4/7
- High voltage overhead supply which runs along the North-South road through the centre of the site. This high voltage supply in turn feeds four pole mounted transformers. The high voltage supply and associated transformers are owned by Power Water Corporation and are installed on access easements. Each of these transformers supply main switchboards which provide PWC billable metering of the adjacent buildings/pumps and the like.

8.2 Electrical Metering

General

Irwinconsult were engaged to review the existing electrical services metering configuration for the FredsPass reserve and determine strategies/feasibility to provide separate metering to monitor the energy use for the various tenants/users.

Discussions have been held with Jacana Energy over any possibility to determine a more cost effective pricing structure for their electricity use.

Jacana energy advised that there are only 2 interval meters at this site at present so we could only use the off-peak usage on these meters. The meters referred to are at MSB 1/7 and MSB 6/7. Attached is a spread sheet showing all installations and annual usage and costs at FredsPass Reserve and which installations have the interval meters.

We have total annual usage of 355,384 kwh:

- Off-peak at 47,623 kwh
- Peak at 307,761 kwh.

If they are able to move a minimum of 35% of the peak usage to off-peak usage, then they would break even on pricing.

The majority of the site has metering at each of the main switchboards which is charged to FredsPass Reserve. The only meter presently not invoiced to Freds Pass Reserve is the Swampdogs Rugby Union Sports club.

The Reserve has some 23 user groups who utilise/consume electricity.

These user groups can be split into 5 categories:

1. Users which are presently configured, or will be configured, to be separately metered with no further works required.
 - Swamp Dogs Rugby Club
 - Litchfield Football (soccer) Club

- Southern Districts Cricket Club

2. Users which can be provided with separate PWC metering without requiring cable modification although alterations will be required at their respective main switchboards.
 - Coolalinga Rural Market
 - FredsPass Positive Dog Training Club
 - Southern Districts Football Club
 - Noonamah Horse and Pony Club
3. Users whereby Power Water Metering can be provided although cabling alterations will be required as well as alterations at their respective main switchboards.
 - Rural Athletics Centre
 - United Paint Ball
 - Litchfield Bears Rugby league Club (Maley Pavilion).
 - FredsPass Boxing Club
4. Multiple users of single facilities. Kilowatt Hour Check Metering can be provided to record energy use to the following areas which have multiple users to ensure that charges are appropriately proportioned to the users such that it is ensured that adequate funds are being paid to cover associated electricity usage.
 - Darwin Dressage Club –Equestrian Centre
 - Darwin Quarter Horse Association – Equestrian Centre
 - Darwin Show Jumping Club – Equestrian Centre
 - Equestrian NT – Equestrian Centre
 - NT Show Horse Association – Equestrian Centre
 - Saddle World NT – Equestrian Centre
 - Quilters Down the Track – Bee Hive
 - Armadeus Music – Bee Hive
 - FredsPass Reserve Play Group – Lake View Hall
 - NT Polo Cross Association – Lake View Hall
5. Small energy use users where some monitoring would be suggested to enable their rental to include electricity usage:
 - Lions Club of Litchfield – FredsPass Reserve Office
 - Rural Hash House Harriers

8.3 Metering

In considering the most appropriate means of monitoring of the energy use, we have considered the following:

PWC Metering

PWC metering is largely limited to the location of meters in relation to the PWC source of supply. The meters need to be no more than 25m from the point of supply. Therefore, where multiple tenants are on a single supply which extends beyond 25m, it becomes necessary to disconnect one of the tenants and provide a separate cable back to the main metering location within 25m from the point of supply.

Number of Tenants

Where multiple tenants utilize a single facility, the need to provide PWC metering is reduced as the use of the electricity needs to be apportioned to each tenant by the FredsPass Reserve rather than giving the tenant the PWC bill.

In some areas such as the equestrian centre, there are multiple users of a single facility. However in this instance token metering is provided and therefore, as this is a user pays scenario, confirmation should be obtained to ensure that adequate revenue is being provided from the tokens. A check meter could be installed to achieve this confirmation.

Metering Types

We have carried out investigations as to the types of check meters available. The investigation involved reviewing the accuracy, reliability and the methods available to collect the data. This has involved looking at wireless and communications networked systems. The most economical meters to be provided would be digital type as available from manufacturers such as Clipsal. However these can prove unreliable due to voltage surges and the like as is common in electronic devices. We therefore propose to utilise check metering of the same type as is used by Power Water Authority. Suitable meter types would be:

1. Landis and Gyr model EM500 – single phase,
2. Landis and Gyr model EM5300 – three phase

These are both robust and accurate although in most cases they will need to be installed in an enclosure separate to a local switchboard due to its physical size.

8.4 Existing Configuration

With regards to metering, we understand that the following areas should be separately metered from the FredsPass reserve metering in some form.

The table below summarises the proposed metering strategy to the Reserve.

	Tenant	Comment	Zone
1	Coolalinga Rural Market	MSB6/7 can be modified to incorporate a PWC meter to provide separate metering for the Market since its switchboard DB-5 is on a direct supply from the site MSB 6/7.	A
2	FredsPass Positive Dog Training Club	MSB6/7 can be modified to incorporate a PWC meter to provide separate metering for this club since its switchboard is on a direct supply from the site MSB 6/7.	A
3	Swamp Dogs Rugby Union Club	Separate metering is already provided at MSB 5/7 for the soccer club and the soccer bore as well as the Swampdogs Rugby Union Club. The Rugby Union club is the only club which receives dedicated invoices from PWC.	B
4	Litchfield Football (Soccer) Club	This area is provided with a separately metered supply which serves the soccer ovals as well as the associated club rooms. The soccer club and the soccer bore are already provided with separate PWC metering and therefore no further work is required.	B

	Tenant	Comment	Zone
5	Southern Districts Cricket Club	The cricket club is largely supplied from its own meter already. However there are two flood light poles which illuminate the FredsPass No.1 oval. These flood lights are supplied from other sources. Confirmation should be sought as to the usage of the flood lights to ascertain if the supplies to the flood lights should be redirected or if they should be token metered.	C
6	Southern Districts Football Club	Southern districts football club is supplied from a meter which also provides power supply to two bore pumps, local power outlet (on switchboard) and irrigation switchboard. It would be reasonably straight forward to have the loads which are not related to the club to be supplied via a separate PWC meter.	D
7	Darwin Dressage Club	This club uses internal lighting at the equestrian centre as well as the main arena lights. The lighting in both locations is via token metering.	E
8	Darwin Quarterhorse	This club uses internal lighting at the equestrian centre as well as the main arena lights. The lighting in both locations is via token metering.	E
9	Darwin Show Jumping	This club uses internal lighting at the equestrian centre as well as the main arena lights. The lighting in both locations is via token metering.	E
10	Equestrian NT	This club uses internal lighting at the equestrian centre as well as the main arena lights. The lighting in both locations is via token metering.	E
11	Noonamah Horse and Pony Club	This club uses internal lighting at the equestrian centre as well as the main arena lights. The lighting in both locations is via token metering. They also use the NHPC clubhouse.	E/F
12	NT Show Horse Association	This club uses internal lighting at the equestrian centre as well as the main arena lights. The lighting in both locations is via token metering.	E
13	Saddleworld NT	This club uses internal lighting at the equestrian centre as well as the main arena lights. The lighting in both locations is via token metering.	E
14	FredsPass Boxing Club	This club uses the SDFC Hall of which the internal lighting and power is metered via a check meter.	F
15	Quilters Down the track	We understand that their use of the Beehive building is intermittent (Once per week) and is likely to only be small energy use.	F
16	Armadeus Music	We understand that their use of the Beehive building is intermittent and is likely to only be small energy use.	F
17	Rural Hash House Harriers	Their requirement is to utilise the Wilke Pavilion We understand that their use of this pavilion is minor and infrequent	F

	Tenant	Comment	Zone
18	FredsPass Reserve playgroup	This club uses the Lake View Hall although we understand that their actual use of the hall is not significant (Once a week). We further understand that the hall is also hired out by FredsPass Reserve at times. The bulk of the electrical load at this building is principally associated with kitchen equipment.	H
19	NT Polo cross Association	This club uses the Lake View Hall and we understand that they use the kitchen in this building exclusively and therefore we would expect that their electricity use would be the significant proportion. We understand that when the associated camping area is in use that the users are charged on a weekly rental basis for which the electricity usage is included.	H
20	Litchfield Bears Rugby League Club	The Litchfield Bears Rugby League Club use Maley Pavilion and associated flood lights	F
21	Rural Athletics Centre	Rural Athletics predominantly utilise their own shed adjacent the Maley pavilion and its associated flood lights.	G/A
22	United Paint Ball	The power supply for this tenant is a long run from the supply which feeds the Lake View Hall. The provision of separate PWC for this shed only would be expensive with small benefit to FredsPass Association.	I
23	Lions Club of Litchfield	Their use is of the FredsPass Reserve Offices.	

8.5 Alterations to the Existing Metering

The above table indicates that there are only some 11 areas (A-K) that specifically require reviewing in relation to the provision of supplementary metering for the tenants. The requirements for these areas are described in further detail as follows:

Zone A Bees Creek Rd Main Switchboard MSB 6/7

Zone A works is to be carried out at MSB6/7 at the main entrance to the FredsPass Reserve. Both the markets switchboard and the Positive Dog Training Club have individual supplies derived from this main switchboard. Separate PWC meters can be installed at the main switchboard to serve these two tenants individually. The works would involve the provision of a new switchboard tier adjacent the existing switchboard to house additional switchgear and metering. Separate metering would also be provided for Little Athletics although a new submains cable will also be associated with these works.

Also refer comments on Zone G below.

Zone B Litchfield Football (Soccer) Club MSB 5/7

There is no works required in this area as the existing switchboard is presently configured to provide the required PWC metering.

Zone C Southern Districts Cricket Club

The Southern districts Cricket club is already separately metered and therefore no changes are required. However, there are 2 lights on the FredsPass No. 1 oval which we understand may be used by the cricket club. New cabling could be installed to serve these from the cricket club switchboard or token metering could be installed.

We anticipate that the cost to connect the 2 lights to the cricket club switchboard would be in the order of \$20,000 + GST. Alternatively the lights could be provided with token metering which would cost in the order of \$6,000.00.

Zone D Southern Districts Football Club

The Southern Districts Football club is supplied from MSB 5/7. The meter in this board also serves irrigation, bore pumps and an outlet on the switchboard. We would propose that this main switchboard be modified such that the bores, irrigation and the power outlet be supplied via a separate PWC meter. We anticipate that the works would involve the replacement of the existing meter panel which presently houses only one set of meters.

Zone E – Equestrian Centre

A separate PWC meter could be provided to this complex (Equestrian Centre) which would enable the energy use for this building to be separately metered. This would involve providing a new PWC meter at MSB 3/7 and then running a new submains cable to SUB-DB-1 which would then be joined to the existing submains cable which presently serves the building. The additional metering would include the provision of a new pole mounted meter panel to house the new PWC meter looped off MSB-3/7

At present token metering is used for both the centre and external lighting. Given the quantity of separate users, we would suggest that this methodology be retained. We note however that the power outlets within the hall and the flood lights mounted off the hall are not token metered.

Alternatively, an electrical check meter could be installed in the local switchboard which will enable the revenue from the token metering to be checked against actual electricity use and help to ascertain if it is warranted to put the local power outlets also on the token metering system also.

Zone F MSB 1/7

The tenants within this area include FredsPass Boxing Club (SDFC Hall), Quilters Down The Track (Beehive) and Armadeus music (Beehive)

The SDFC hall appears only to be used by the boxing club although it also provides power supply to the cricket lights, cricket bore as well as the Beehive. We consider that it may be beneficial to have a new separately metered PWC supply run from MSB 1/7 to the SDFC hall as this is a single tenant. In doing this, the Bee hive and all other loads not related to the SDFC hall would be separated and their electricity use would be charged to FredsPass Reserve. As MSB 1/7 would be modified to provide separate metering for the SDFC hall, it would be prudent to provide separate PWC metering to service the NHPC hall. It already has a dedicated power supply from MSB 1/7 which could readily be redirected to new meters. This would therefore provide separate metering for the Noonamah Horse and Pony Club (NHPC). Note that whilst consideration has been given to providing separate metering for the Wilkie Pavilion, due to its infrequent use by various parties, the separate metering was not warranted.

The Maley Pavilion is generally used by Litchfield Bears Rugby League Club. This is provided with a dedicated supply from MSB 1/7. Therefore it would be readily achievable to provide separate metering for this pavilion. Note that this would also include the power supplies to two light poles.

As the Bee Hive has multiple tenants and is not a significant load, we would suggest that check metering be used to enable the energy use to be monitored so that adequate recompense is made for the energy used by both tenants.

Zone G Rural Athletics Centre

The rural athletics generally utilise their own sheds and adjacent flood lights. The associated switchboard which supplies this area also serves the Maley Pump.

The power supply to the local shed is derived from the BMX Bore switchboard.

To provide a separate PWC meter to serve the Rural Athletics, would involve installing a new submain cable from MSB6/7 and then connecting onto the existing submains cable adjacent to the BMX Bore switchboard. We anticipate that the cost of this works would be in the order of \$20,000 + GST. The Maley pump will need to be redirected to another source of supply.

Zone H MSB-3/7

One set of meters serves all switchboards in this area which include the United Paint Ball, Lake View Hall, camp grounds, lake pumps, Polo Bore, Equestrian centre and the stables area.

Due to the condition of MSB-3/7, any substantial works in the area should include its replacement.

In order to provide separate metering for the United Paint Ball tenant, a separate aerial conductor would need to be installed from MSB 3/7 to the pole adjacent Lake View Hall.

This would still leave Lake View Hall as being metered with FredsPass Reserve electrical usage.

We understand that the hall is used by NT Polo Cross Association and to a lesser extent FredsPass Reserve Playgroup. The bulk of the load of the installation is associated with the kitchen which has a dedicated switchboard and the general hall is provided with lighting and general power outlets. The bulk of the energy use is predominantly associated with the kitchen which is mostly used by NT Polo Cross association. We note that the hall is hired out from time to time by FredsPass Reserve.

Given its location in relation to the PWC meters and knowing that it has multiple users, we would recommend that the kitchen be provided with a dedicated check meter and the remainder of the hall is on a separate check meter. This would enable these two areas to be separately monitored depending on the hall usage.

8.6 Main Switchboards

MSB 1/7

The original main switchboard is near the centre of the site in the vicinity of the Freds Pass administration office.

The switchboard is provided with a single set of meters. This switchboard supplies many areas including the following:

- Rugby League ovals
- Part roadway lighting
- Bee Hive
- Mayley Pavilion
- Wilkie Pavilion
- Lighting to the north of the Equestrian field
- SDFC Hall (Freds Pass Boxing Club)
- Freds Pass Administration Building
- Cottage
- Dungeon
- Two Cricket Field Lights.
- Cricket Bore



MSB 2/7

Supplies the Solar bore adjacent AFL Oval 1.
A separate meter at this main switchboard also serves the adjacent house.

MSB 3/7

This main switchboard is supplied via a 100kVA substation which serves the Lakeview hall area via main switchboard MSB 3/7.

This is supplied via the high voltage overhead line which runs through the Freds Pass Reserve.

This switchboard provides the supply to:

- Lake View Hall
- Lake Pumps
- Local Camp Ground
- Paint Ball
- Equestrian Centre, Stables and Ablutions
- Local Area Lighting.



SB 4/7

This main switchboard supplies only the cricket oval and associated club rooms and is supplied via a 50kVA PWC substation.

MSB 5/7

This main switchboard is supplied via a 200kVA PWC substation.

It supplies:

- The AFL oval and associated club rooms.
- Irrigation Pump Shed
- Adjacent Caretakers Site

MSB 6/7

The first is a LV supply from a 500kVA substation along Bees Creek road adjacent the main entry. This serves a main switchboard noted as MSB 6/7. This board is provided with a single meter for monitoring its entire energy use.

This board serves:

- Market shed
- BMX Bore and some local switchboards
- Athletics and Mayley Pump
- Polo Cross Field 6 and adjacent arena south flood lights
- Vicars Bore
- Positive Dog Training Club
- Some Street lighting

MSB 7/7

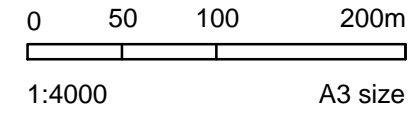
This main switchboard is supplied via a 200kVA substation.

This switchboard supplies:

- Soccer fields
- Swamp Dogs Rugby Union
- Soccer Bore

Electrical Distribution Boards

The site is provided with many distribution boards which are supplied from the main switchboards. The majority of the low voltage distribution boards are in poor condition and consideration should be given to their replacement.



DRAWING INDEX	
DRAWING NUMBER	DRAWING TITLE
E001	EXISTING HV RETICULATION
E002	EXISTING LV RETICULATION
E011	PROPOSED HV WORKS
E012	PROPOSED LV WORKS
E013	PROPOSED LV WORLS - MSB 1 / 7
E014	PROPOSED LV WORLS - MSB 3 / 7
E020	PROPOSED SITE LIGHTING WORKS

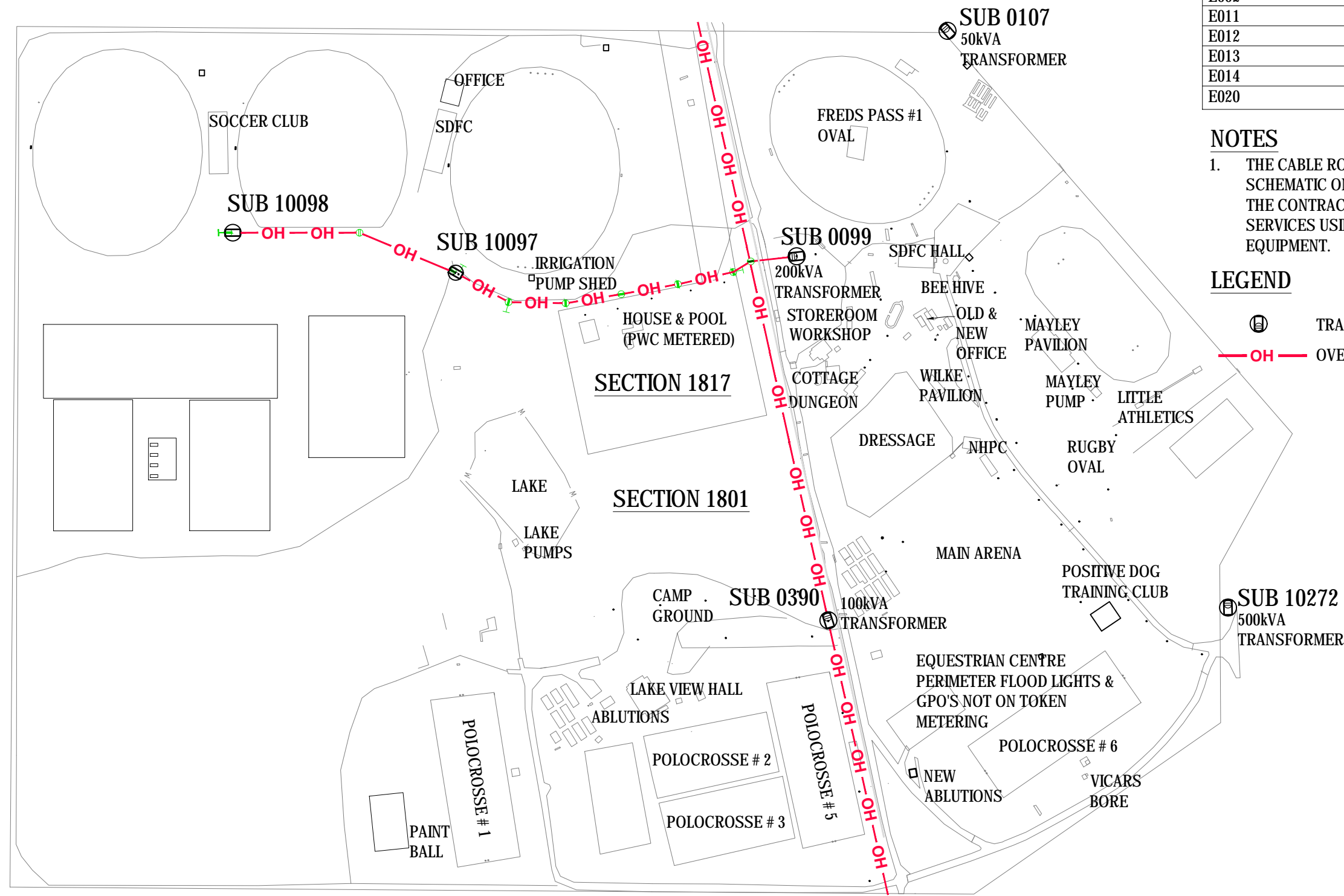
NOTES

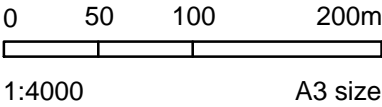
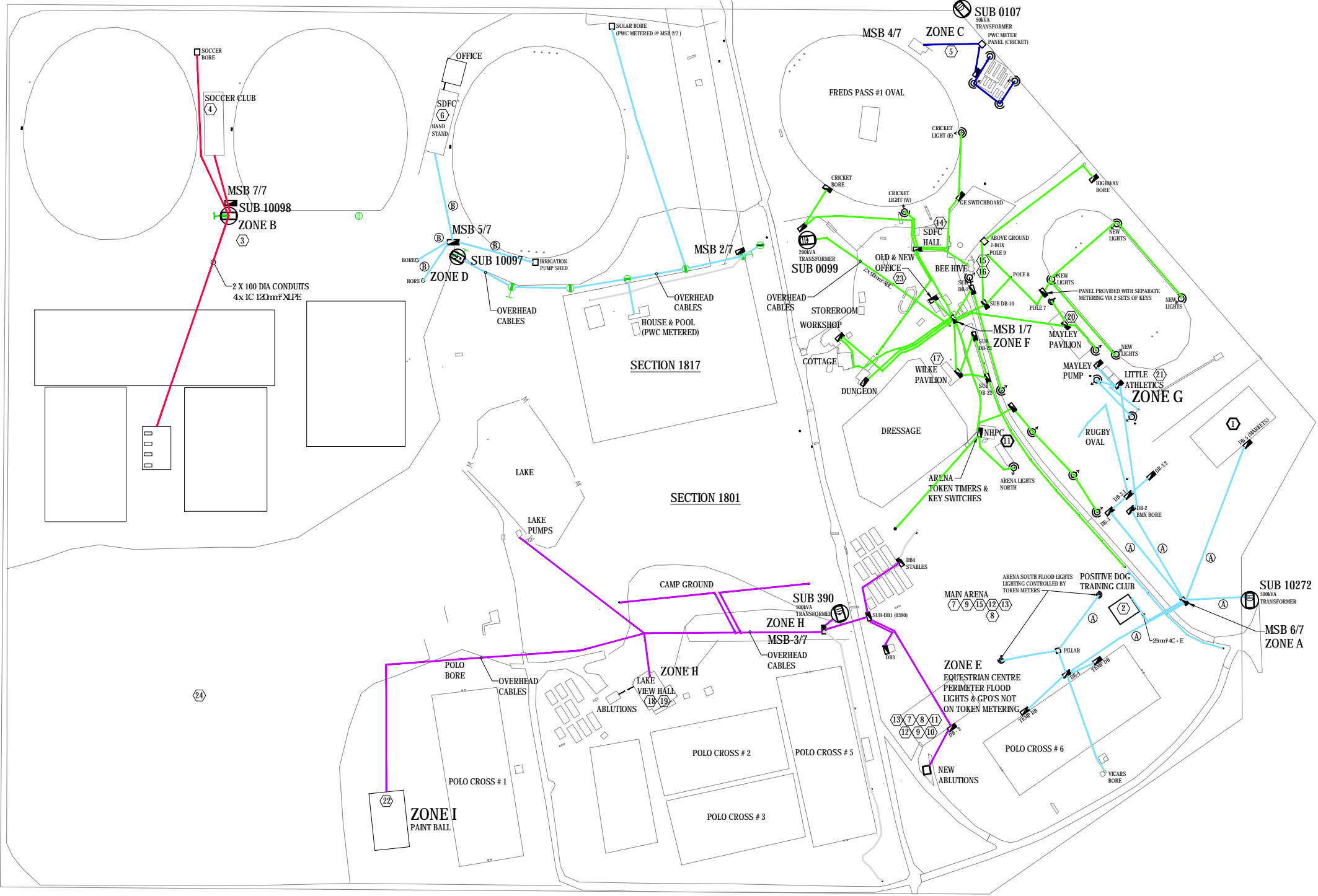
1. THE CABLE ROUTES AS SHOWN ON THIS DRAWING ARE SCHEMATIC ONLY. PRIOR TO ANY EXCAVATION ON SITE THE CONTRACTOR SHALL CHECK FOR EXISTING SERVICES USING UNDERGROUND LOCATING EQUIPMENT.

LEGEND

TRANSFORMER

OVERHEAD HIGH VOLTAGE





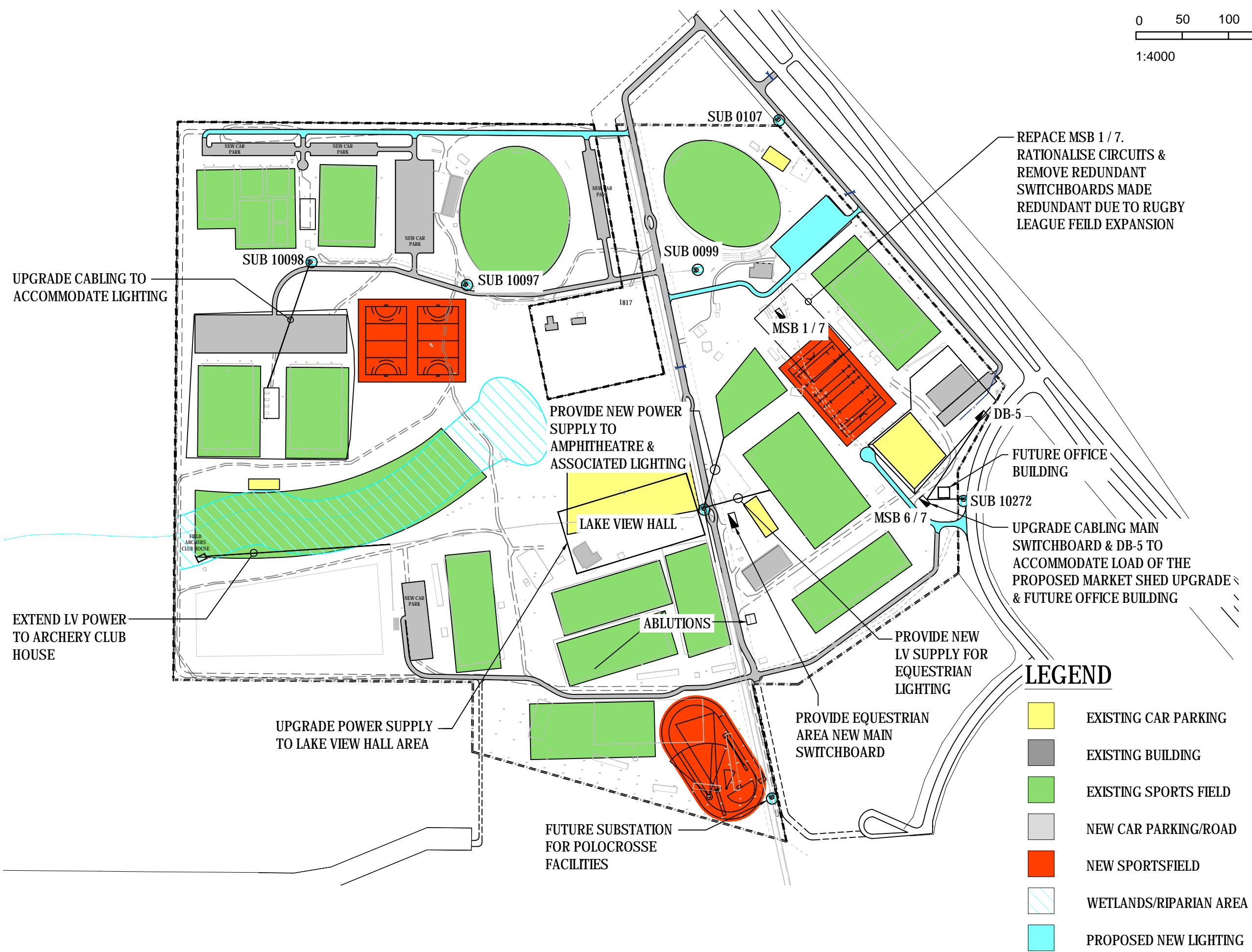
- LEGEND**
- ① COOLALINGA RURAL MARKET
 - ② FRED'S PASS POSITIVE DOG TRAINING CLUB
 - ③ SWAMPDOGS RUGBY UNION CLUB
 - ④ LITCHFIELD FOOTBALL CLUB
 - ⑤ SOUTHERN DISTRICTS CRICKET CLUB
 - ⑥ SOUTHERN DISTRICTS FOOTBALL CLUB
 - ⑦ DARWIN DRESSAGE CLUB
 - ⑧ DARWIN QUARTER HORSE ASSOCIATION
 - ⑨ DARWIN SHOW JUMPING CLUB
 - ⑩ EQUESTRIAN NT
 - ⑪ NOONAMAH HORSE & PONY CLUB
 - ⑫ NT SHOW HORSE ASSOCIATION
 - ⑬ SADDLEWORLD NT
 - ⑭ FRED'S PASS BOXING CLUB
 - ⑮ QUILTERS DOWN THE TRACK
 - ⑯ ARMADEOUS MUSIC
 - ⑰ RURAL HASH HOUSE HARRIERS
 - ⑱ FRED'S PASS RESERVE PLAYGROUP
 - ⑲ NT POLO CROSS ASSOCIATION
 - ⑳ LITCHFIELD BEARS RUGBY LEAGUE CLUB
 - ㉑ RURAL ATHLETICS CENTRE
 - ㉒ UNITED PAINTBALL
 - ㉓ LIONS CLUB OF LITCHFIELD
 - ㉔ FIELD ARCHERS

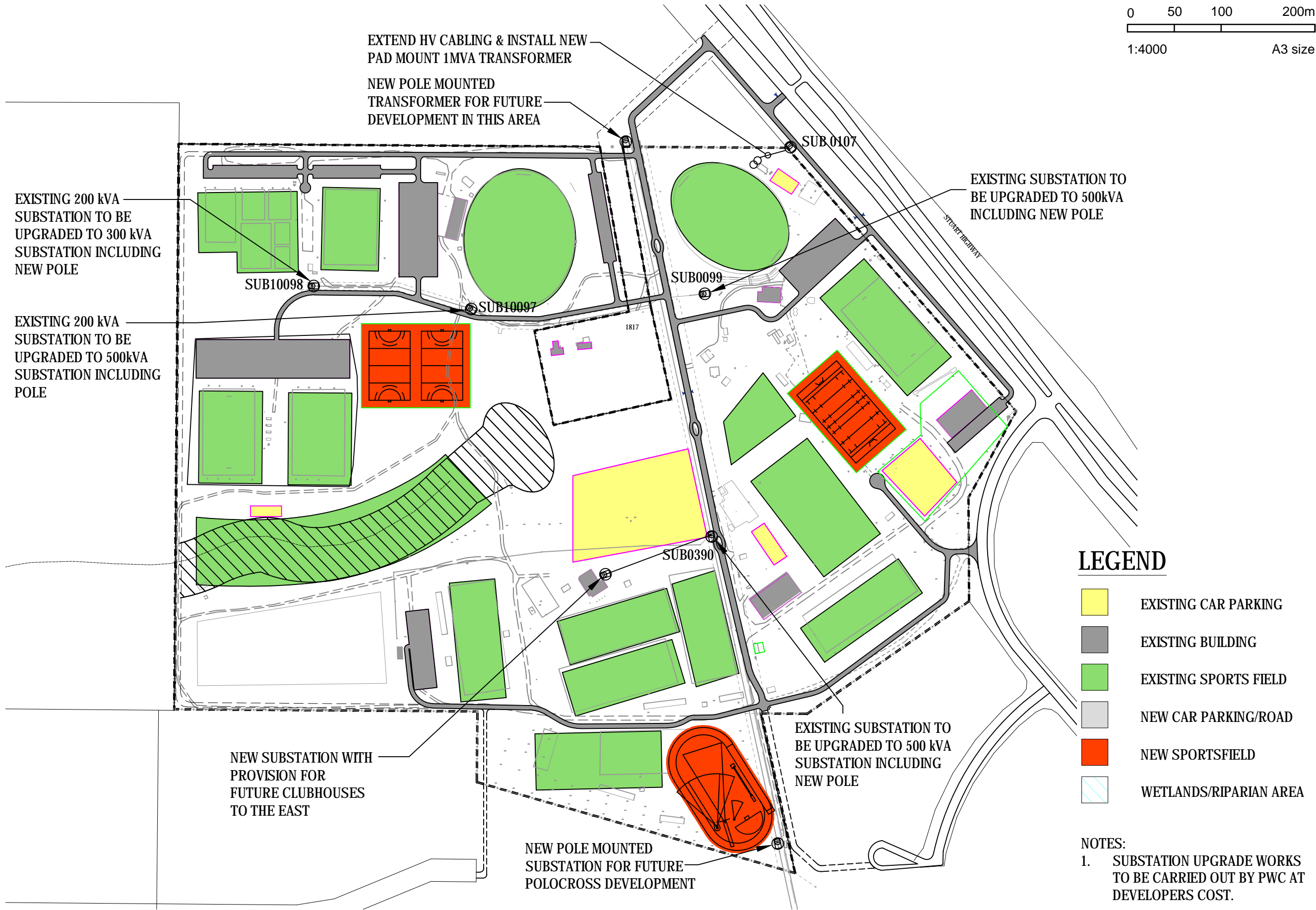
- TRANSFORMER
- SWITCHBOARD
- FLOOD LIGHT
- SUPPLY FED FROM SUB 10098
- UNCERTAIN CABLE ROUTES
- SUPPLY FED FROM SUB 0099
- SUPPLY FED FROM SUB 10272
- SUPPLY FED FROM SUB 10272
- SUPPLY FED FROM SUB 10097
- SUPPLY FED FROM SUB 0107

- NOTES**
1. THE CABLE ROUTES AS SHOWN ON THIS DRAWING ARE SCHEMATIC ONLY. PRIOR TO ANY EXCAVATION ON SITE THE CONTRACTOR SHALL CHECK FOR EXISTING SERVICES USING UNDERGROUND LOCATING EQUIPMENT.
 2. CABLING IS UNDERGROUND UNLESS NOTED OTHERWISE

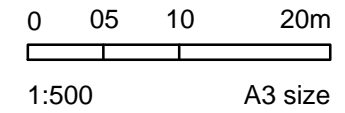
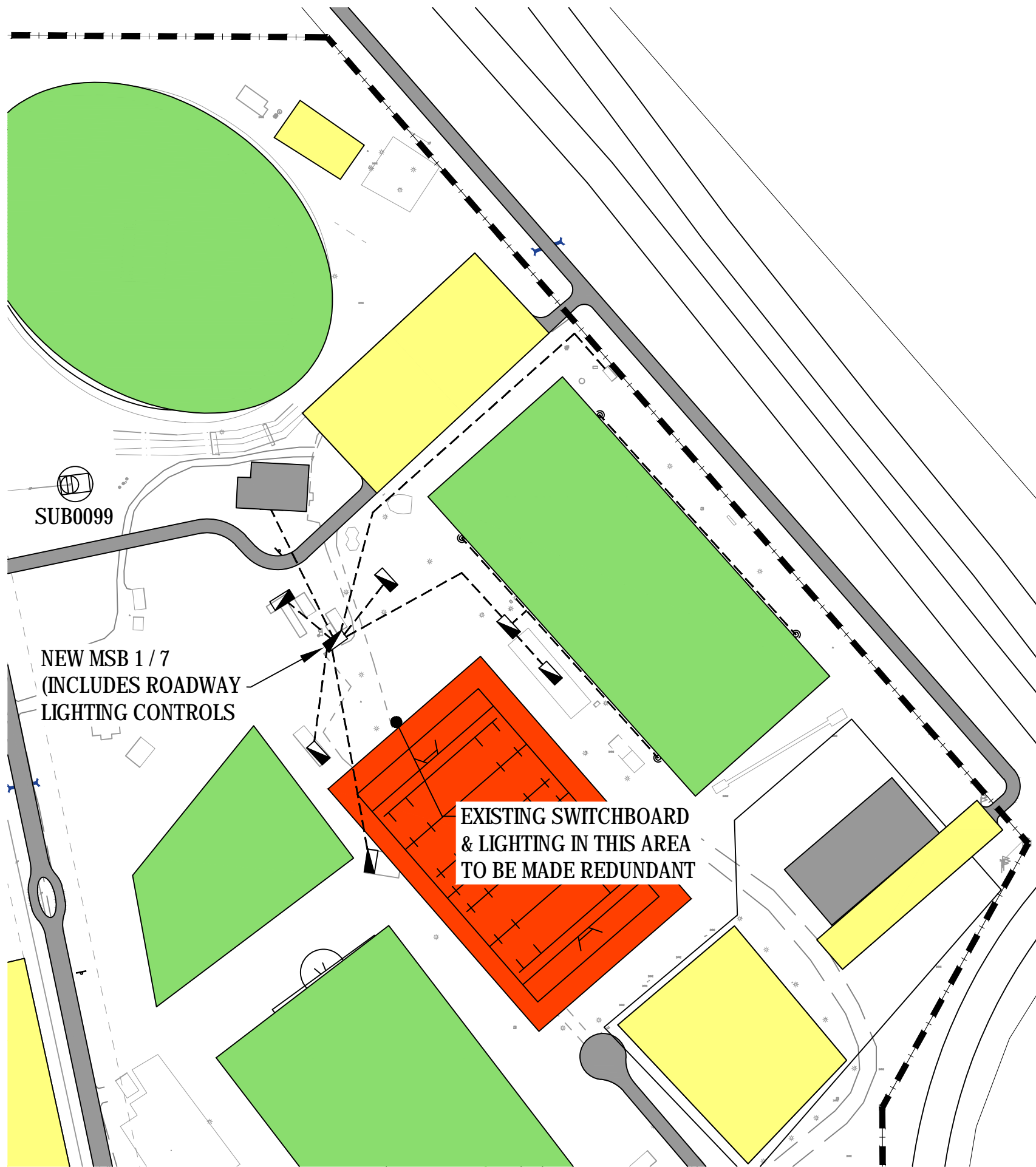
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ELECTRICAL SERVICES - EXISTING
LV RETICULATION





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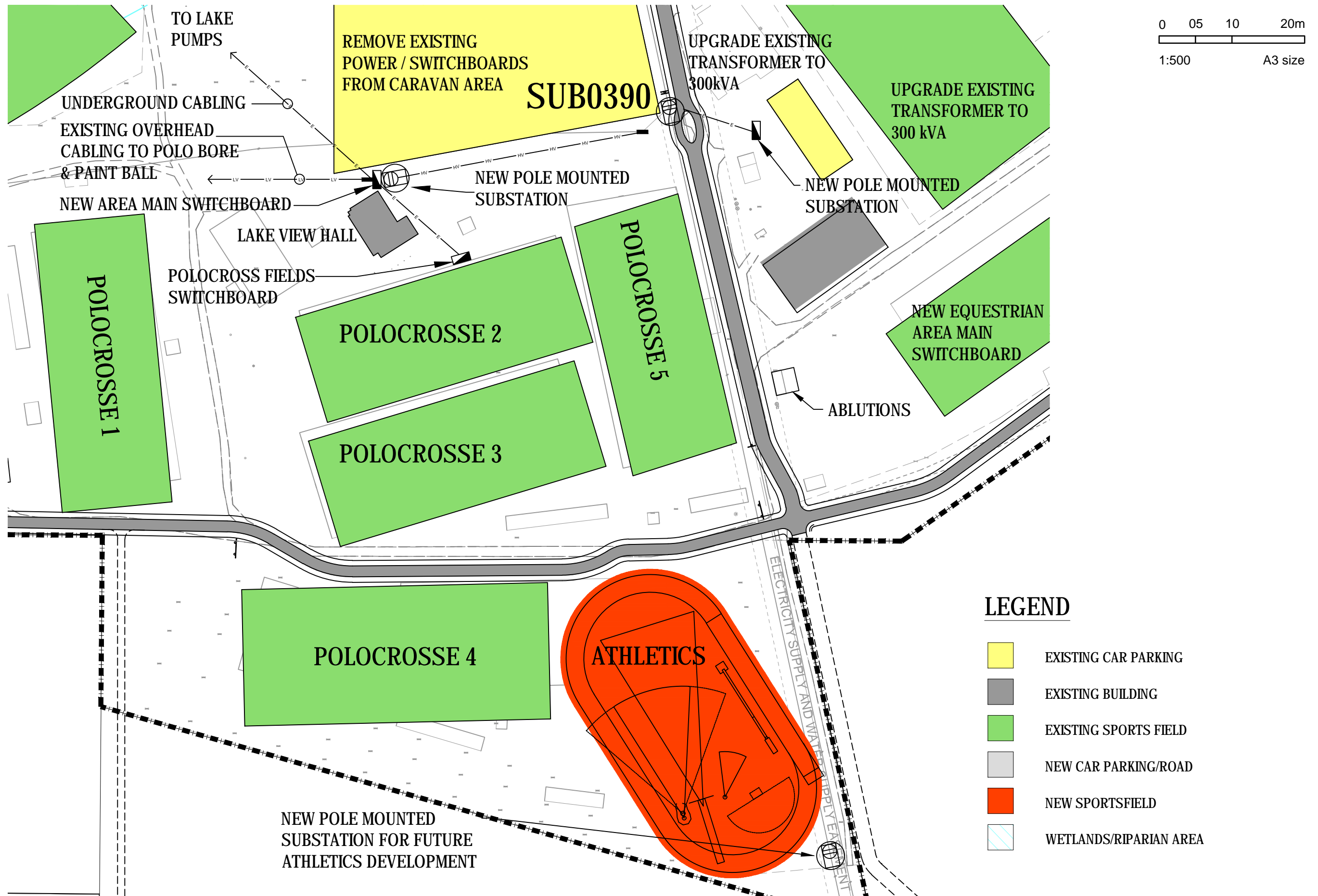
LEGEND

- EXISTING CAR PARKING
- EXISTING BUILDING
- EXISTING SPORTS FIELD
- NEW CAR PARKING/ROAD
- NEW SPORTSFIELD
- WETLANDS/RIPARIAN AREA

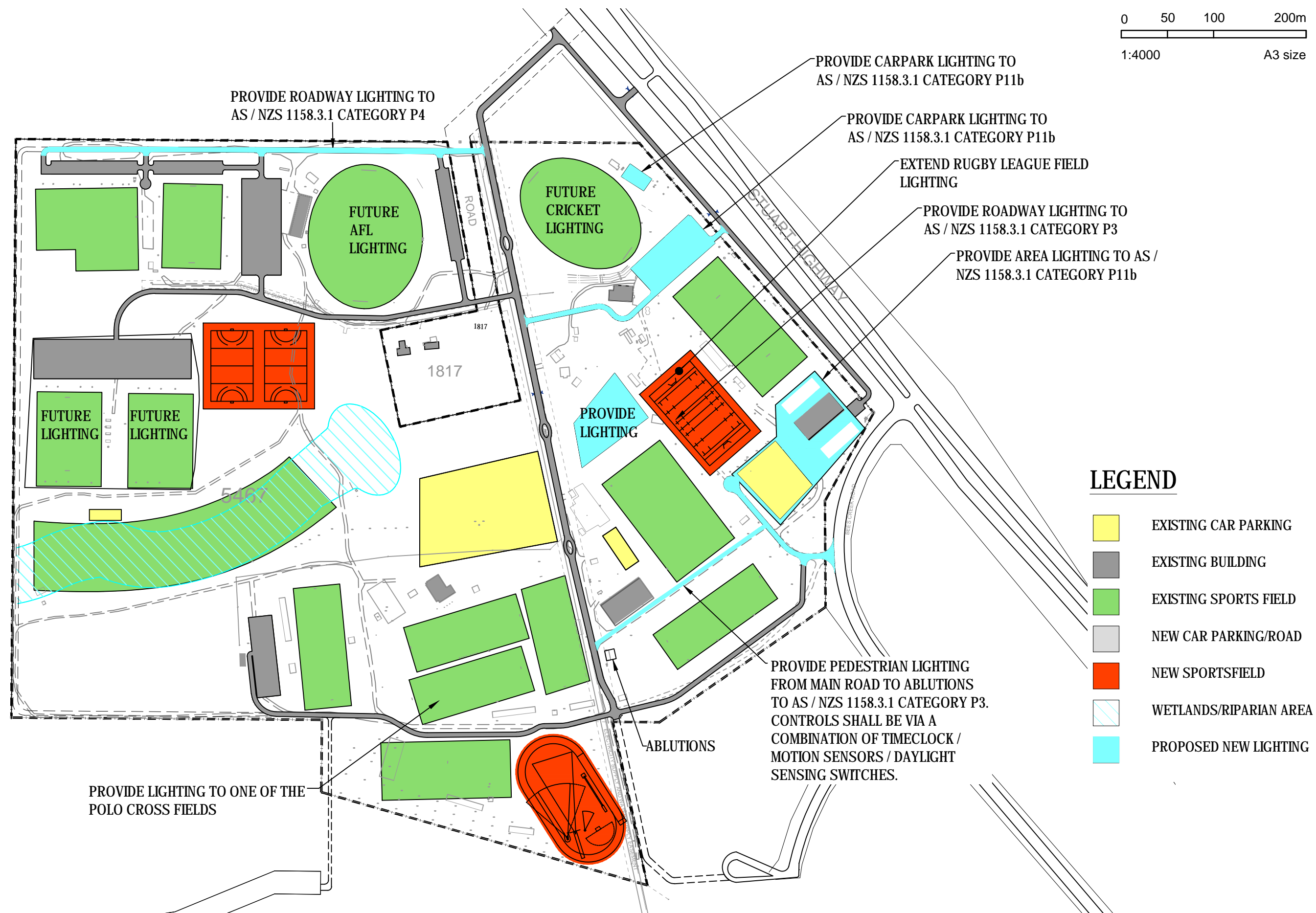


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Lake View Hall/Polo Cross

The Polocrosse Association as raised the following concerns regarding the electrical services in the vicinity of the Lake View hall.

*The issue we have is **no** room for expansion, e.g oval lighting, transformer too small, in ground power supply to old field lights removed due to lighting damage, camping area power sub standard and to host the national we had to use genset, 4 x 50kva / truck trailer Coolroom and still short of supply.*

Existing configuration

The existing supply for the Lakeview hall originates from a 100kVA transformer (PWC No 0390). This in turn provides a small overhead supply cable to main switchboard MSB 3/7 which has a 125A main switch which in turn provides supply to loads as described above.

The cabling from this switchboard consists of open aerial conductors which run toward the lake view hall. These cables support:

- Lake View Hall
- Lake Pumps
- Local camp ground
- Paint Ball

Along the route connections are made to local switchboards which supply power outlets and lighting in the camping area. These switchboards are in poor condition and should be replaced.

Connection to Lake View Hall consists of a 3 phase aerial cable (16sqmm ABC) runs from a pole adjacent to the building. This in turn supplies the building main switchboard which then supplies a switchboard within the kitchen.

The Lake View Hall main switchboard is in poor condition and has no space for additional circuit breakers. Additionally the main switchboard lighting circuit breakers are not provided with earth leakage trip protection (also known as residual current devices.). Therefore this switchboard does not comply with current regulatory requirements.

Proposed Upgrade Works

Advice from the Polocrosse association is that they require 4 x 50kVA generators to support the installation and field during a major event. The existing maximum demand for the hall calculated in accordance with AS/NZS3000 is 36A (26kVA).

- The associated upgrade works would involve:
- the upgrade of substation 0390
- provision of a new local main switchboard with separate PWC metering for the lake view hall and the associated Polocrosse lighting to enable accurate monitoring of its associated usage.
- Provision of new mains cabling to the hall together with new hall switchboards
- Removal of the switchboards and power outlets presently serving the caravan area as this area will become a car park.

Multipurpose Hall Upgrade

Due to the significant increase in electrical load to accommodate the new air conditioned offices, the multipurpose hall (present market shed) upgrade will require upgrading of the associated infrastructure.

It will require the following associated works:

- Upgrade of the incoming supply from Bees Creek Road to MSB 6/7.
- Replacement of MSB 6/7
- Provision of new submains cabling to the hall
- Provision of a new hall switchboard.

Proposed Order of Works

The order of works as nominated in the electrical pricing schedules provide for the following proposed order of works.

Year 2016

- Upgrade works near Lake View Hall for Polocrosse. Including replacement of Lake View Hall switchboards.
- Increase supply capacity to Paintball.
- Provide power supply to Archers.
- Upgrade supplies around stables including local transformer upgrade (Sub390) and MSB 3/7 replacement.
- Upgrade / replace switchboards in vicinity of new works.
- Provision of supply to proposed Amphitheatre.

Year 2017

- Upgrade supply to multipurpose shed including area carpark lighting.
- Upgrade Rugby Union / Soccer transformer (Sub 10098).
- Upgrade Cricket transformer (Sub 0107).
- Upgrade / Replace switchboards in vicinity of new works.
- Provision of lighting to equestrian ablutions.

Year 2018

- Upgrade electrical supplies around Bee Hive and existing Fred's Pass Reserve office to allow for additional building loads and main oval lighting.
- Roadway lighting.
- MSB 1/7 replacement.
- Upgrade / replace switchboards in vicinity of new works.

Year 2019

- Extend Rugby field training lighting.
- Upgrade / replace switchboards in the area.

Year 2020

- Provision of power supply for new Equestrian Centre.

9 Water Supply Infrastructure

Water Tank Storage

With the proposal of providing storage tanks and pumps for each individual sporting field the water infrastructure to each facility requires to be upgrade to allow the tanks to recharge during the day so irrigation can take place at night to minimise water loses.

The individual sporting field's irrigation budgets allow for a water main upgrade /extension. It is recommended that the water mains align with the internal roads.

Increase Storage Capacity of Existing Reservoir

A proposal to increase the storage capacity of the existing has been expressed as a possible project outside this master plan report.

The board will investigate this as an independent project.

10 Upgrade to Stormwater Drainage Infrastructure

The existing drainage infrastructure in place at Fred's Pass Reserve generally works as intended as per user group feedback. However, some areas of the reserve experience poor drainage where there is currently no infrastructure in place.

A new networks of overland swale drains is proposed around the Cricket field, the existing and future Rugby League fields and the Equestrian fields. The proposed swale drains will run into new open swales drains to be constructed on both sides of the Spine road which will feed into the existing natural catchment area and water course of Wells Creek.

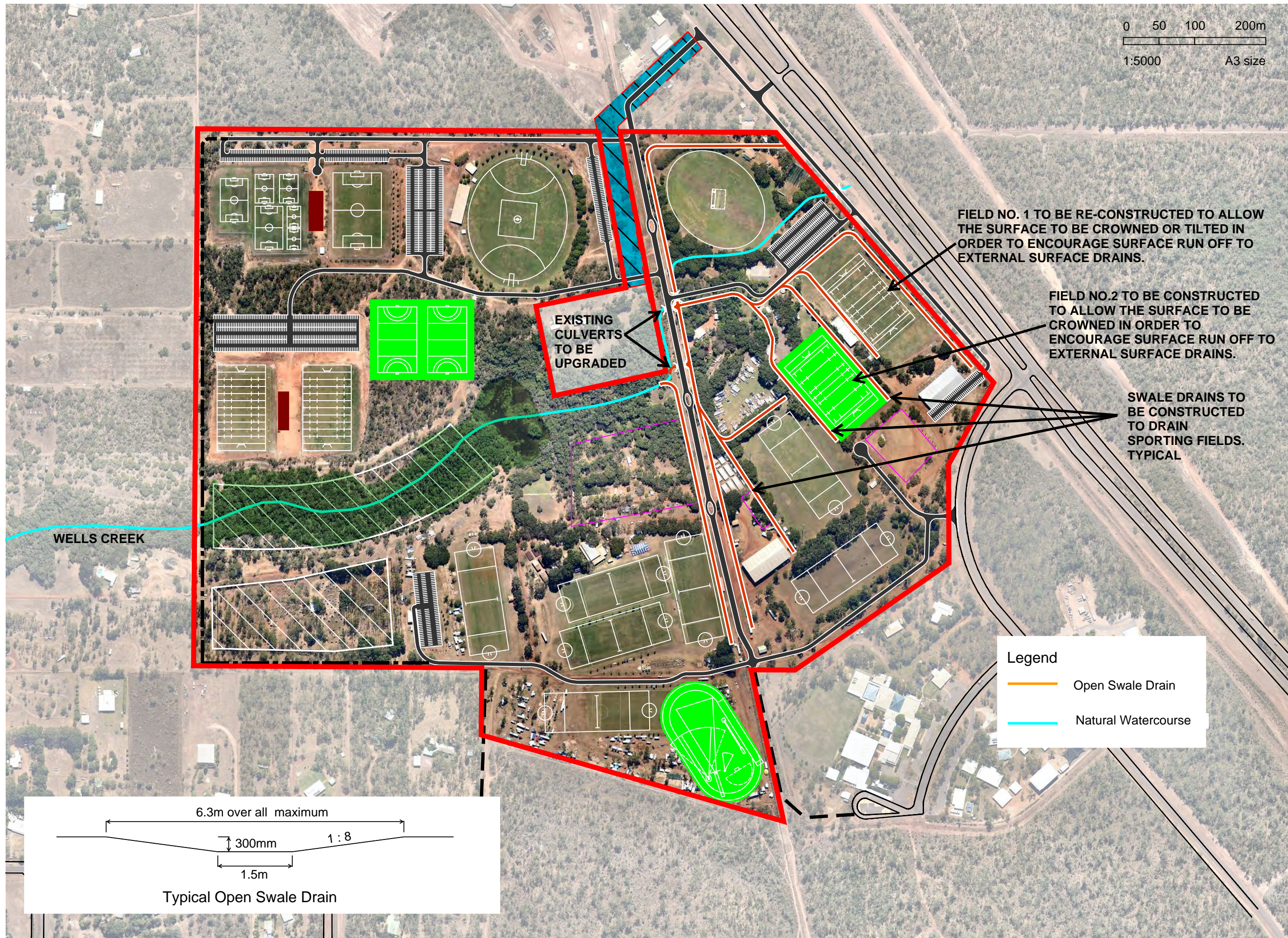
It is proposed that the existing and future Rugby League fields be re-constructed to allow the surface to be crowned or tilted in order to encourage surface run off to the new swale drains.

Similarly with the equestrian field. If the field is raised and a crown introduced, cut off drains can be created to each side controlling stormwater through the adjacent facilities.

The new swale drains will be constructed wide and shallow to allow for ease of maintenance and reduce hazards associated with deep water when at capacity.

It is recommended at each internal road upgrade that table drains are formed either side of the pavement to allow controlled discharge of stormwater from each individual facility. The natural contour of the land allows for shallow drains to be formulised adjacent internal roads to discharge to the Wells Creek retention pond.

Generally the Cricket, AFL, Soccer and Rugby Union fields drain relative well and stormwater paths are defined.



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PROPOSED DRAINAGE PLAN

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shape the present - enrich the future

REF No: 15DA0176 SKC014 (00) DATE: 01/02/16

11 Signage

Signage on the Stuart Highway can promote the sport and recreation opportunities available at Fred's Pass Reserve. Prominent signs should be located on both sides of the Stuart Highway at the North and South entrances.

Signage at the entry point and throughout the site are to indicate:

- Directions for navigation around the site,
- Identification of the various elements of the sports precinct,

Future signage not considered in this masterplan may include the following:

- Information to increase user appreciation of the site and minimise management and risk problems, including maps, emergency protocols, regulatory messages, cultural/environmental interpretive information and other general details.

Directional Facility Signs

Directional facility signs are to be located around the site to ensure the public and emergency services can easily navigate to each sporting facility.

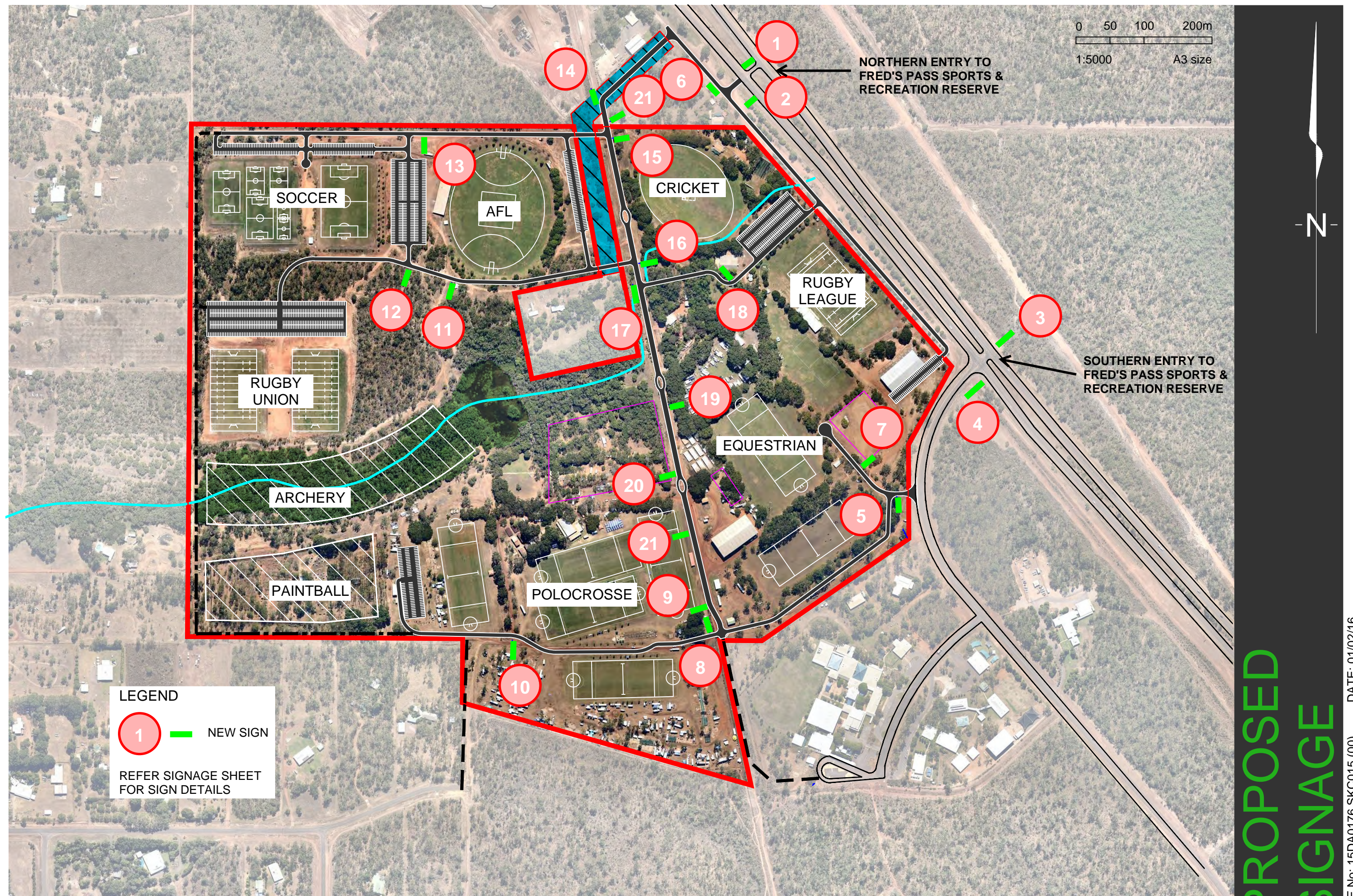
The signs will consist of individual panels that are reflectorised, colour coded to each facility and include directional arrows to the facility. The signs should be sufficiently sized to allow easy reading or identification from a distance. Reflectisation of the sign will enable easy identification at night.

Traffic Control Signs

Traffic control signs are to be located in strategic positions to encourage the safe use and access around the site.

These signs may consist of, but not limited to the following:

- Speed Limits,
- Shared Zones for pedestrian and vehicle,
- Pedestrian Crossings, and
- Parking,



FRED'S PASS RESERVE - ENGINEERING SERVICES MASTER PLAN



1



2



3



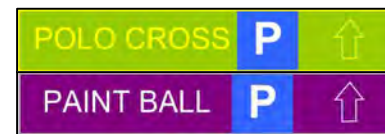
4



5



6



8



10



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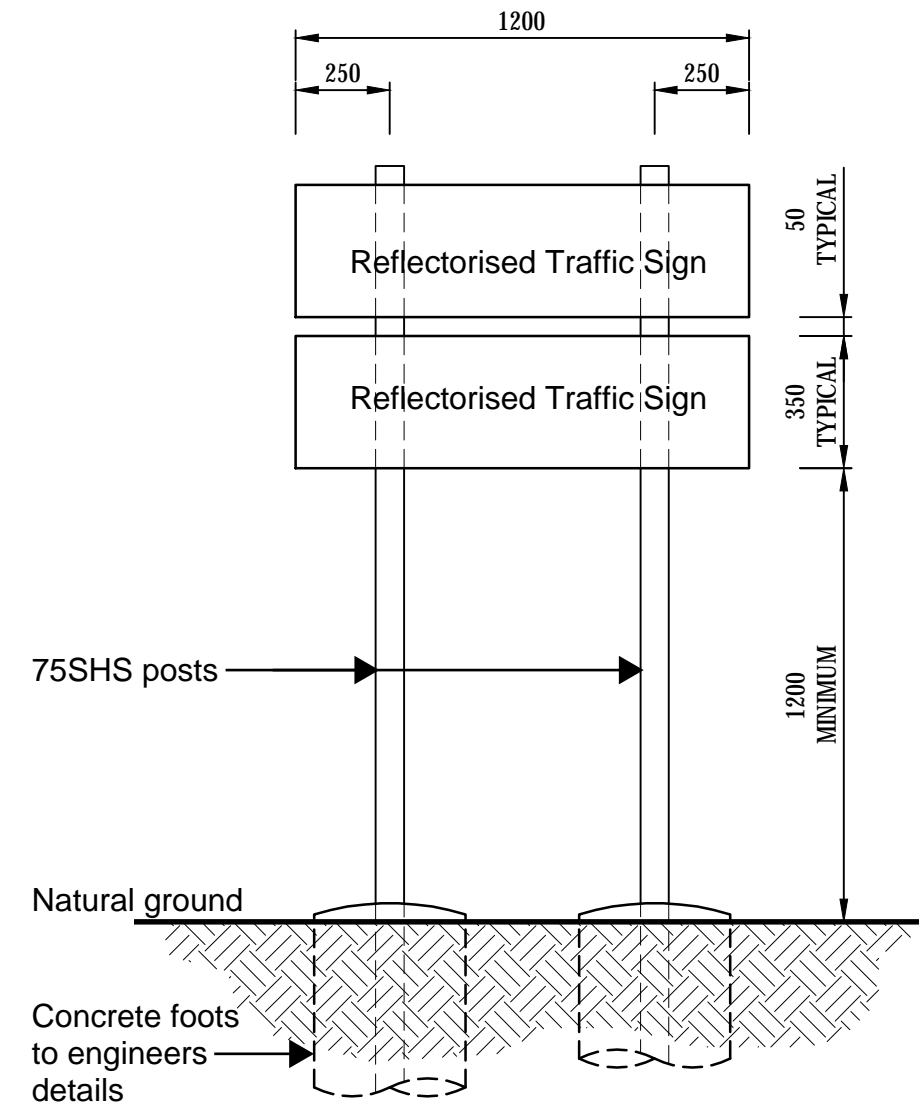


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TYPICAL SIGNAGE DETAIL

N

FRED'S PASS RESERVE - ENGINEERING SERVICES MASTER PLAN

IRWINCONSULT: PROJECT MANAGEMENT; CIVIL, HYDRAULIC & ELECTRICAL ENGINEERING | i3 CONSULTING: TRAFFIC ENGINEERING | AAM SURVEYORS: SURVEYING | QS SERVICES: QUANTITY SURVEYING

SIGNAGE

12 Findings and Recommendations

- 1) It is recommended that the Board accept in principle the concept of a comprehensive network of sealed roads carrying visiting members of the public to all of the major sporting venues, as well as upgrading of associated Hydraulics works.
- 2) It is recommended that the Board accept the inclusion of further development of sporting grounds throughout the Reserve.
- 3) It is recommended that the Board approve the proposed extension of the existing power supply network.
- 4) It is recommended that the Board concur the proposed future development over the next 9 years as set out in Roadworks Priorities and the Future Development Programme.

13 Future Development Program

Item	Description	Year 2016	Year 2017	Year 2018	Year 2019	Year 2020	Year 2021	Year 2022	Year 2023	Year 2024	Year 2025
1	ELECTRICAL UPGRADING										
2	Fire Breaks										
	ROAD UPGRADING										
1	Construct road access to Polocross										
1A	Construct new carpark for Polocross										
2	Construct Northern section of Spine Road										
2A	Construct New Rugby League Oval										
2B	Irrigation to all fields										
2C	Directional Signage										
3	Construct service road										
3A	Construct Cricket carpark										
3B	Construct Markets carpark										
4	Construct access to Rugby Union										
4B	Construct Rugby Union carpark										
5	Construct road access to Soccer										
5A	Construct Soccer carpark										
5B	Construct Soccer carpark										
5C	Construct AFL carpark										
6	Construct Rugby League oval and adjacent mid road										
7	Construct Southern section of Spine Road										
8	Future Southern access to school										
9	Future Gravel access road off Eugene Road										
10	Gravel access from Soccer carpark to Polocrosse Carpark										
	FUTURE SPORTS FIELDS										
1	Future Hockey Fields										
2	Future Athletics Track										

ATTACHMENT D

	Budget	Materials	Labour	Hired/Leased Plant	Contract	External Labour hire	Other	Check
2021 Drainage and Erosion	1,000,000	450,000	400,000	100,000	40,000	10,000		1,000,000
Compliance Work	400,000	100,000	150,000	40,000	16,000	4,000	90,000	400,000
Electrical Upgrades	1,500,000	675,000	600,000	150,000	60,000	15,000		1,500,000
Road Network Upgrades Stage 3 and 4	650,000	325,000	227,500	65,000	26,000	6,500		650,000
Drainage and sealing market Carpark	550,000	275,000	192,500	55,000	22,000	5,500		550,000
2022 Equestrian Carpark	180,000	90,000	63,000	18,000	7,200	1,800		180,000
Repairs and maintenance of 7 bores	560,000	280,000	196,000	56,000	22,400	5,600		560,000
Construction of storage	225,000	112,500	78,750	22,500	9,000	2,250		225,000
Soccer Changerooms	675,000	337,500	236,250	67,500	27,000	6,750		675,000
Exhibition/ Events Pavilion - Stage 1	2,600,000	1,300,000	910,000	260,000	104,000	26,000		2,600,000

	5,000,000			
Milestones				
Project Initiation	1,500,000	1st June	30th September	Finalise detail designs
Project Planning	1,500,000	1st October	31st January	Final scoping and Tendering
Project Delivery	1,500,000	1st February	30th September	Project management and Construction
Project Closure	500,000	30th September	30th December	Construction complete and Aquittal



COUNCIL REPORT

Agenda Item Number:	14.02.08
Report Title:	Litchfield Council Draft Strategic Plan 2022-2025 – Public Consultation
Author & Recommending Officer:	Daniel Fletcher, Chief Executive Officer
Meeting Date:	Tuesday, 18 January 2022
Attachments:	A: Draft Strategic Plan 2022-2025 (To be sent under separate cover) B: Strategic Plan Community Engagement Plan 2022-2025

Executive Summary

The purpose of this report is to present for Council's endorsement the *Draft Strategic Plan 2022-2025* to be placed on public exhibition and invite comments from the community and stakeholders.

Recommendation

THAT Council endorse the Litchfield Council Draft Strategic Plan 2022-2025 as provided in attachment A for the purpose of public exhibition and consultation for 21 days commencing 19 January 2022 and concluding 9 February 2022.

Background

The current [Litchfield Council Strategic Plan 2018 – 2022](#) ("Plan") expires during the 2022 calendar year.

It was agreed at the November 2021 Strategic Discussion and Briefing Session to plan, prepare, deliver, and adopt a new strategic plan early in 2022 to inform the development of the 2022/23 Municipal Plan and Budget with the new strategic plan.

In the development of the plan, council undertook two workshops with an independent facilitator. Feedback was sought from councillors at various stages of the draft development and the draft plan has been finalised (Attachment A).

Links with Strategic Plan

A Well-Run Council - Good Governance
A Well-Run Council - Modern Service Delivery
A Well-Run Council - Engaging Our Community

Legislative and Policy Implications

Local Government Act NT 2019 – Section 35 – Municipal, regional or shire plans

Risks



Nil

Community Engagement

Attachment B presents the Community Engagement Plan, actions, and methods for public consultation on the Draft Strategic Plan 2022-2025.

LITCHFIELD COUNCIL DRAFT STRATEGIC PLAN 2022 - 2025**Community Engagement Plan: January 2022 – February 2022**

as at 11 January 2022

Introduction

The Strategic Plan provides direction on how Council will achieve its objectives over the next four years.

This Plan will represent the Council's vision for Litchfield and will map out predicted development through milestones.

The draft Strategic Plan 2022-25 will be released by Council for public display 19 January 2022 through to 9 February 2022.

Community Awareness Campaign

The release of the draft will present an opportunity to consult with the public Council's vision and aspirations for the community.

There will be an extensive period of online consultation that enables community members to provide feedback which will be taken into consideration for the development of the Strategic Plan 2022-25.

Community Engagement Objectives

- To gather community feedback on the draft Strategic Plan 2022-25 for consideration in the development of the final document.
- Provide sufficient opportunities and a variety of feedback mechanisms to encourage and allow comments from all stakeholders.
- Seek genuine community and stakeholder engagement and input into the development of the final Strategic Plan 2022-25.

Key Messages

- To be developed when the draft Strategic Plan is complete

Engagement Activity

The below table outlines the activities that will be undertaken to encourage community feedback and provide Council with opportunities to fully engage with the community.

Tactics	Details	Desired Outcome	Responsibility
Media	<ul style="list-style-type: none"> Distribute a media release to all Top End media outlets Promotion on regular radio interviews Promotion through the Mayors Message on the website 	Increased awareness of draft Strategic Plan 2022-25, Council's key messages and opportunities to provide feedback.	MCE to coordinate media release MCE to coordinate Mayor and Councillors opportunities for radio
Mayor and Councillors	<ul style="list-style-type: none"> Various opportunities to communicate with the community through email, social media etc. 	Increased awareness of the feedback opportunities for the draft Strategic Plan 2022-25.	Mayor and Councillors
Public Displays – Notice boards	<ul style="list-style-type: none"> Flyers placed on local noticeboards to advise the community that the Plan is available for public comment 	Increased awareness of the feedback opportunities for the draft Strategic Plan 2022-25.	MCE to coordinate
Website	<ul style="list-style-type: none"> Include rich content – copy of the draft Plan, feedback opportunities Cross promote with social media 	Increased awareness of the feedback opportunities for the draft Strategic Plan 2022-25.	MCE
Social Media	<ul style="list-style-type: none"> Facebook to alert the community that the Plan is available for public comment Paid advertising to 'reach' more of the community 	Increased awareness of the feedback opportunities for the draft Strategic Plan 2022-25.	MCE
Survey Monkey	<ul style="list-style-type: none"> Develop a short survey, approximately 3-5 questions with a free form question for feedback opportunities (see below) 	Increased awareness of the feedback opportunities for the draft Strategic Plan 2022-25.	MCE

Email	<ul style="list-style-type: none"> • Send an email to the local MLAs and encourage them to share with their constituents • Email all staff and encourage them to provide feedback on the Plan • Email our newsletter distribution list 	Increased awareness of the feedback opportunities for the draft Strategic Plan 2022-25.	EA to Mayor and CEO MCE
Stakeholders	<ul style="list-style-type: none"> • Develop a stakeholder list (see below) • Arrange two briefings in the Council Chambers inviting relevant stakeholders to attend 	Increased awareness of the feedback opportunities for the draft Strategic Plan 2022-25.	Mayor and Councillors EA to Mayor and CEO
Public displays	<ul style="list-style-type: none"> • Market stalls – Berry Springs (January x 1), Freds Pass (January x 1, February x 1) • Shopping centres – Humpty Doo (January x 1, February x 1), Howard Springs (January x 1, February x 1), Coolalinga (January x 1, February x 1), Berry Springs (January x 1, February x 1) 	<p>Face to face opportunities for Councillors in the community.</p> <p>Increased awareness of the feedback opportunities for the draft Strategic Plan 2022-25.</p>	MCE to coordinate and book MCE to develop roster Mayor and Councillors to attend
Flyer	<ul style="list-style-type: none"> • Develop a one page, easy to read, infographics flyer 	Increased awareness of the feedback opportunities for the draft Strategic Plan 2022-25.	MCE to develop when the draft has been finalised

Council Staff Resourcing

Approximately 48 hours will be required from staff to develop, coordinate, and implement the actions from the Community Engagement Strategy.

Community Engagement Plan Timeline for Strategic Plan 2022-2025



Survey Questions

1. Does the Draft Strategic Plan 2022-2025 provide a good overview of Council's intentions over the next four years?
2. Are there any services you would like to include in the Draft Strategic Plan 2022-2025?
3. What services should Council prioritise over the next four years? (number the boxes in order, 1 being the highest)
4. Please use the open comment box to provide any feedback you may have on the Draft Strategic Plan 2022-2025.

Key Stakeholder List

Organisation Type	Details	Interest
MLAs (Local members)	Kezia Purick – Member for Goyder Gerard Maley – Member for Nelson Dheran Young – Member for Daly	Feedback on Strategic Plan Identify key issues and sensitivities Provide broader community perspective
Industry Associations/Community Groups	NT Chamber of Commerce NT Farmers Association Freds Pass User Group Tourism Top End	Business, industry and tourism opportunities for feedback Access to membership for engagement Share information on consultation activities through newsletters and member events and distribution channels Identify key issues and sensitivities
Local Area Stakeholders	Humpty Doo Primary School St Francis of Assisi Catholic Primary School and church Taminmin College Baptist Bush Church Retailers and businesses in the Humpty Doo Village and surrounds Real Estate Agents	Feedback on Strategic Plan Identify key issues and sensitivities

ATTACHMENT B

	Humpty Doo and Community Childcare Centre	
Ministers	Minister for Local Government – The Hon Chansey Paech	Feedback on Strategic Plan Identify key issues and sensitivities
Government Agencies	Dept of Infrastructure, Planning and Logistics Dept of Tourism, Sport and Culture (Sport & Rec division) Power & Water Corporation Dept of Defence	Feedback on Strategic Plan Identify key issues and sensitivities



COUNCIL REPORT

Agenda Item Number:	14.03.01
Report Title:	December 2021 Summary Planning and Development Report
Author:	Mark Hogan, Planning Development Program Leader
Recommending Officer:	Leon Kruger, Director Infrastructure & Operations
Meeting Date:	18/01/2022
Attachments:	A: Letter of Comment on PA2021/0419

Executive Summary

The purpose of this report is to provide to Council a summary of planning and development applications received, and comments provided, for the period of 1 December to 31 December 2021.

The following is a summary of all planning and development applications received and comments provided during the noted period.

Type of Application	No. Applications
Development Applications	1
Mining Applications	0
Sale, Lease, or Occupation of Crown Land Applications	0
Liquor Licence Applications	0
Water Licence Applications	0
Clearances for Development Conditions	0
Stormwater/Driveway Plan Reviews	13
Works Permits	3

Letters of comment for the noted applications are provided for information in the attachments to this report.

Recommendation

THAT Council:

1. receive the December 2021 Summary Planning and Development Report; and
2. note for information the responses provided to relevant agencies within Attachment A to this report.

Background

DEVELOPMENT APPLICATIONS

The *NT Planning Act* requires that all Development Applications within Council's municipality be advertised to Council for comment. Council assesses whether the application meets Council's

requirements for roads, drainage, and waste collection and comments on the expected impact of the proposal on the amenity of Council's residents.

The following is a summary of all Development Applications received and comments provided during the noted period.

Council Outcome on Development Applications	No. Applications
Development applications supported, subject to normal Council conditions	1
Development applications supported, subject to specific issues being adequately addressed	0
Development applications not supported/objectioned to for reasons related to Council issues	0
Development applications objectioned to for reasons not directly related to Council issues	0
Note: Additional detail is provided below on the development application.	

For all development applications, should the applications be approved by the consent authority, the applications may be subject to Council's normal Development Permit conditions in regard to areas of Council authority, including, but not necessarily limited to, access and stormwater drainage.

Development Applications supported, subject to normal Council conditions

The table below describes the Development Applications that are supported by Council.

Application Number, Address, and Attachment Reference	Purpose and Summary
PA2021/0419 255 & 405 Alphatonia Road, Lambells Lagoon Attachment A	The use of the site for a crocodile farm has already been approved through Development Permit DP2020/0217. This subsequent application for consolidation is reflective of a minor condition applied by the Development Consent Authority and does not alter the use and purpose of the original application. Council supports appropriate economic development within the municipality and there is not expected to be any negative effects upon the amenity or Council infrastructure.

STORMWATER DRAINAGE AND/OR DRIVEWAY CROSSOVER APPLICATIONS FOR BUILDING CERTIFICATION

Council reviews stormwater drainage plans and driveway crossovers for structures requiring building certification to ensure that the proposals meet Council requirements and will not have adverse effects upon neighbouring properties or Council assets. The following table notes the number requests for assessment for building certification that Council received during the noted period.

Approval Date	Location	Purpose
6 December	301 Bees Creek Road, Bees Creek	Stormwater Drainage
6 December	285 Monaghan Road, Humpty Doo	Stormwater Drainage
6 December	299 Freds Pass Road, Humpty Doo	Stormwater Drainage

6 December	136 Mocatto Road, Acacia Hills	Stormwater Drainage
7 December	19 Kersley Street, Southport	Stormwater Drainage
9 December	80 Pheasant Drive, McMinns Lagoon	Stormwater Drainage
10 December	5 Scholes Road, Humpty Doo	Stormwater Drainage
13 December	70 Hiller Road, Howard Springs	Stormwater Drainage
13 December	4 McGill Road, Girraween	Stormwater Drainage
20 December	88 Keleson Road, Noonamah	Stormwater Drainage
21 December	230 Gallacher Road, Girraween	Stormwater Drainage
21 December	175 Beddington Road, Herbert	Stormwater Drainage
21 December	19 Whistler Court, Howard Springs	Stormwater Drainage

WORKS PERMIT APPLICATIONS

Council reviews Works Permit applications for all works undertaken by external parties within Council's road reserve to ensure the works meet Council requirements and will not have adverse effects upon the public using the road reserve or Council assets. The following table notes the number of Works Permit applications received by Council during the noted period.

Approval Date	Location of Works Permit Applications	Purpose
10 December	9 Jukes Road, Jarkira Estate	Driveway Crossover Construction
21 December	12 McCullagh Road, Jarkira Estate	Driveway Crossover Construction
22 December	11 Pankhurst, Jarkira Estate	Driveway Crossover Construction

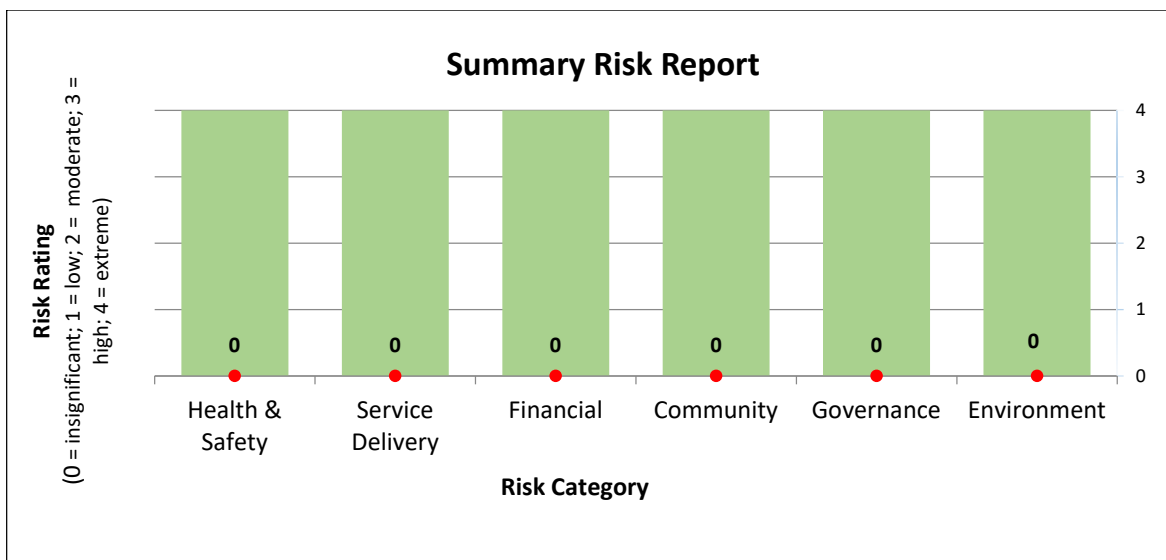
Links with Strategic Plan

A Great Place to Live - Development and Open Space

Legislative and Policy Implications

Not applicable to this report.

Risks



No identified risks applicable to this report.

Community Engagement

Not applicable to this report.

**ATTACHMENT A**

13 December 2021

Development Assessment Services
Department of Infrastructure, Planning and Logistics
GPO Box 1680
Darwin NT 0801

RE: Letter of Comment – Consolidation

PA2021/0419, 255 & 405 Alphatonia Road, Lambells Lagoon NT, Hundred of Guy

Thank you for the application for consolidation, which was referred to this office on 02 December 2021. This letter may be tabled at Litchfield Council's next Council Meeting.

Should this letter be varied or not endorsed by Council, you will be advised accordingly.

Council does not object to the application which seeks;

- a) A Development Permit for the purpose of subdivision (consolidation) to consolidate an existing two allotments into a single parcel, and
- b) To accommodate an intensive animal husbandry facility (crocodile farm).

Council provides the following comments in support of its position:

- a) The use of the site for intensive animal husbandry is not in question for this application, having already been approved through Development Permit DP2020/0217 which was issued by the Litchfield Division of the Development Consent Authority in August 2020.
- b) This subsequent application for consolidation is reflective of a condition applied to DP2020/0217, and does not materially alter the use and purpose of the original application.
- c) Council supports appropriate economic development within the municipality.
- d) There are not expected to be any negative effects upon the amenity of the surrounding neighbourhood, which is predominantly horticultural in nature, as a result of the proposal.

- e) Provided Council's conditions are appropriately addressed, there are not expected to be any negative effects upon Council infrastructure as a result of the proposal.

Should the application be approved, the Council requests the following condition(s) be carried over from the original application and included as Condition(s) Precedent in any Development Permit issued by the consent authority:

- a) The driveway crossover shall be upgraded to a sealed standard in keeping with Litchfield Council's requirements, to support the proposed commercial use.
- b) Prior to the endorsement of plans and prior to the commencement of works, a schematic plan demonstrating the on-site collection of stormwater and its discharge into the stormwater drainage system shall be submitted to and approved by Litchfield Council.
- c) An Operational Environmental Management Plan (OEMP) that addresses the day-to-day waste management requirements for the use shall be prepared to the satisfaction of Litchfield Council. The use must at all times be conducted in accordance with the plan.

Should the application be approved, the following condition(s) pursuant to the *Planning Act* and Council's responsibility under the *Local Government Act* are also recommended for inclusion in any Development Permit issued by the consent authority:

- a) A monetary contribution may be required to be paid to Litchfield Council in accordance with Litchfield Council's *Developer Contributions Plan for Roads and Drainage*.
- b) Engineering design and specifications for the proposed and affected roads, street lighting, stormwater drainage, vehicular access (i.e. driveway/crossovers), pedestrian/cycle corridors, and streetscaping shall be to the technical requirements and approval of Litchfield Council, with all approved works constructed at the developer's expense.

Note: Design drawings shall be approved by Litchfield Council prior to construction of the works.

- c) All existing or proposed easements or reserves required for the purposes of stormwater drainage, roads, access or for any other purpose, shall be made available free of cost to, and in favour of, Litchfield Council and/or neighbouring property owners.

Should the application be approved, the following notes are recommended for inclusion in any Development Permit issued by the consent authority:

- a) Litchfield Council's current Fees and Charges may apply to the above conditions. Additional information can be found at www.litchfield.nt.gov.au.

- b) A *Works Permit* is required from Litchfield Council before commencement of any work within the road reserve, which would include creation of any driveway crossover connecting to Litchfield Council's road network.
- c) Notwithstanding any approved plans, signs within Litchfield Council's municipal boundaries are subject to approval under Clause 6.7 of the NT Planning Scheme.

If you require any further discussion in relation to this application, please contact **Litchfield Council's Planning and Development division** on 08 8983 0600 and you will be directed to the appropriate officer to address your query.

Yours faithfully

A handwritten signature in black ink, appearing to read 'Mark Hogan', with a stylized flourish at the end.

Mark Hogan
Planning and Development Program Leader



COUNCIL REPORT

Agenda Item Number:	14.03.02
Report Title:	CEM02 Rights of Interment Policy
Author:	David Jan, Acting General Manager Infrastructure and Operations
Recommending Officer:	
Meeting Date:	18/01/2022
Attachments:	A: DRAFT CEM02 Interment Policy

Executive Summary

This report presents to Council an updated draft CEM02 Interment policy for adoption.

Recommendation

THAT Council adopt CEM02 Interment Policy as at Attachment A, subject to any minor editorial adjustments.

Background

CEM02 Interment policy was last adopted by Council at its May 2018 meeting and is scheduled for review in 2022. At the October 2021 meeting, Council passed the following resolution in relation to the practice of purchasing cemetery plots without the intent to use for interment.

THAT Council:

- 1. approve the practice of purchasing cemetery plots without the intention to use for interment with the proviso that an interment fee for the unused plot is paid;*
- 2. request a review of CEM02 Interment Policy to include the provision of purchasing cemetery plots without the intention to use for interment and requirement for an interment fee on those plots; and*
- 3. request staff to present the reviewed CEM02 Interment Policy to Council at its January 2022 meeting.*

CARRIED (7-0) ORD2021 11-038

This report presents the updated CEM02 Interment policy (Attachment A) reflecting the above resolution (section 4.3) with wording consistent with existing cemetery practice in Australia. Other changes are highlighted in the list below.

- Replace 'Interment Rights' with 'Exclusive Rights' to better reflect the current legislation and Australian best practice (definitions and section 4.3).
- Delete paragraph reference to historical reservations in section 4.2. This section was originally included in anticipation of an updated Cemeteries Act which has not occurred yet

which would have removed historical unlimited reservation timeframes. Current policy allows for holds to be placed on a plot for 3 months prior to the purchase of Exclusive Rights. Plots that are impacted by this clause will now be subject to new section 4.8.3 below which allows for reclamation.

- Allow for the reclamation of a plot which has been reserved or purchased but not used for more than 25 years (section 4.8.3). This clause will ensure that Thorak Regional Cemetery is operating consistently with Australian best practice.
- Other minor editorial updates.

Links with Strategic Plan

A Well-Run Council - Modern Service Delivery

Legislative and Policy Implications

Under section 269 of the Local Government Act 2019 Litchfield Council is responsible for the care control and management of Thorak Regional Cemetery which is located in the council area.

Risks



Community Engagement

N/A



Name	CEM02 Rights of Interment
Policy Type	Council
Responsible Officer	Cemetery and Parks Program Leader
Approval Date	[Approval Date]
Review Date	[Review Date]

1. Purpose

This policy outlines how rights of interment are to be administered and what conditions apply.

2. Scope

This policy applies to all applications for rights of interment.

3. Definitions

For the purposes of this Policy, the following definitions apply:

Interment	The placement of human remains in a vault, columbarium, mausoleum or other structure designed for the placement of such remains, or the burial of human remains directly in the earth or in a container.
Exclusive Rights	Granted by the Board in exchange for the purchase of the right to inter in an interment site at Thorak Regional Cemetery.
Exclusive Rights Holder	The person registered as having Exclusive Rights for an interment site.
Memorial	Any structure, whether a mausoleum, monument, vault, tombstone, headstone, gravestone, plaque, kerbing or other construction placed on, over, in or around an interment site.

4. Policy Statement

4.1. General

Any person may purchase a right to inter in a site of interment at Thorak Regional Cemetery by applying to the Board **for approval** on the prescribed form, paying the set fee and complying with any terms and conditions imposed by the Board.

4.2 Placing a Hold on an Interment Site

A person can place a hold on a selected site of interment for a fee as set in the annual fees and charges schedule by resolution of the Board. This fee is non-refundable. A hold is valid for a period of 3 months, by which time the full purchase price for the Exclusive Rights must be paid. If the hold

period of three months has been exceeded and the person who placed the hold is unable to be contacted and has not paid the full purchase price, the hold will lapse. A hold may be extended for a further three months for a fee. A hold must not exceed six months in total.

4.3 Rights of Interment

A person who purchases a site for interment, whether for immediate or future use, is known as the **Exclusive** rights holder. Exclusive rights do not grant the holder ownership over that piece of land. Exclusive rights give exclusive entitlement to the holder to inter the remains of a nominated deceased person in the allotted site of interment and to place an approved memorial at the site as per the Memorials Policy. It is the responsibility of the **Exclusive** rights holder to ensure the upkeep of any memorials installed as per the Memorials Policy.

On application to the Board a person who purchases two or more adjoining plots may apply to have an interment centrally within the plots, or a singular burial in one plot, with the intention of having no further burials within the adjoining plots.

Interment fees will be charged at the time of sale of Exclusive rights to cover the loss of interment fees for the plots that have been designated by the Exclusive rights holder as not to be utilised for interment.

Should the Exclusive rights holder decide at a later date to utilise the unused plot then the sum of the difference between the original paid interment fee and current fee shall be paid prior to interment.

4.4 Conditions of Rights of Interment

4.4.1 The interment rights holder must abide by all expressed expectations of the Board. Failure to do so may result in cancellation of their interment rights. No refund will be given should this occur.

4.4.2 No person shall be entitled to obtain an exclusive right of interment for more than eight sites of interment in the cemetery except with the prior written permission of the Board.

4.4.3 The interment rights holder is required to ensure the Board is notified of any changes to the holder's contact details.

Any notice sent to an interment rights holder at the last address on file will be considered sufficient and proper legal notification in relation to any matter concerning their interment rights.

4.4.4 The Board, by resolution, may determine further terms and conditions for the sale of rights of interment, including the price and size of the site of interment. The Board reserves the right to refuse to grant interment rights.

4.5 Certificate of Interment Rights

Evidence of the pre-need purchase of rights of interment shall be recorded on a certificate of purchase, which shall include the location and size of the site of interment. A duplicate certificate may be issued on payment of a fee as fixed by the Board.

4.6 Register of Rights of Interment

All details will be entered on purchase into the Thorak Regional Cemetery's Register of Rights of Interment.

4.7 Transfer of Rights of Interment

- 4.7.1 A holder of exclusive rights of interment where no interment has taken place may transfer that right to any other person while the interment rights are current.
- 4.7.2 Upon the death or legal incapacity of the interment rights holder, the rights granted may be transferred to any of the deceased's next of kin in order of seniority:
 - a. spouse or de facto partner. Where a person is survived by both a spouse and a de facto partner, the spouse will take seniority unless the de facto partner was in a continuous de facto relationship with the deceased for a period of more than two years immediately preceding the deceased's death and the deceased did not at any time during that period live with the spouse the deceased is survived by children he/she had with the de facto partner.
 - b. children over the age of 18 years. However, if there is a dispute between the children, then the oldest surviving child of the deceased.
 - c. parents and both need to agree.
 - d. Siblings of the deceased who are over 18 years. If there is a dispute, then the oldest surviving sibling of the deceased.
 - e. where a person is an Aborigine – a person who, according to the customs and tradition of the Aboriginal community or group to which the person belongs, is an appropriate person.
 - f. where none of the above relations exist the senior next of kin will be a person who, immediately prior to the death of the deceased person, had a relationship with the deceased person that, in the opinion of the Board, is sufficient for the purpose of being the senior next of kin.
- 4.7.3 To affect a transfer, a Transfer of Interment Rights Declaration must be completed, accompanied by the required documentation and fee prescribed by the Board.
- 4.7.4 A record of the transfer will be entered in the Rights of Interment Register, the transfer noted on the certificate and a certificate issued to the transferee.

4.8 Surrender of Rights of Interment

- 4.8.1 If the holder wishes to surrender their interment rights, the Board may obtain from the holder, on presentation of proof of purchase, the exclusive rights of interment at the cost of the original purchase minus a minimum of 25% plus an administrative fee as determined by resolution of the Board.

- 4.8.2 Where a person has been interred in a site and the remains have subsequently been removed, the site may be reused. A right of burial certificate will be issued. The site can also be reallocated by the Board if there are no existing interment rights.
- 4.8.3 Where a single plot has been reserved and not been utilised for burial over an extended period of time (25 + years) and all efforts to contact the Exclusive rights holder or next of kin in order of seniority have been unsuccessful, then the Board may reclaim the interment rights of the plot.

Should a person subsequently present with an Exclusive Right certificate, proof of purchase or next of kinship, the entitled Exclusive rights holder may claim the cost of the original fee minus a minimum of 25% plus an administrative fee as determined by resolution of the Board. Alternatively, the Exclusive rights holder may be offered an alternative interment site as mutually agreed.

5 Associated Documents

Thorak Regional Cemetery Annual Fees and Charges

CEM03 Memorials Policy

Exclusive Rights of Interment Register

Application to Hold a Site of Interment Form.

Right of Interment Application Form

Interment Rights Certificate

Cancellation of Right of Interment Form

Transfer of Exclusive Rights Form

Statutory Declaration

6 References and Legislation

Northern Territory Local Government Act (Section 269)

Northern Territory Cemeteries Act (Regulations section 18)

7 Review History

Date Reviewed	Description of changes (Inc Decision No. if applicable)
21/03/2018	Initial Adoption of Policy (Decision Number 1718/198)

16/05/2018	Revised conditions of rights of interment (Decision Number 1718/230)
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COUNCIL REPORT

Agenda Item Number:	14.03.03
Report Title:	Draft INF01 Asset Management Policy and EM05 Council Members Allowance and Support Policy
Author:	Rodney Jessup, Manager Infrastructure and Assets
Recommending Officer:	Leon Kruger, General Manager Infrastructure and Operations
Meeting Date:	18/01/2022
Attachments:	A: Draft INF01 Asset Management Policy B: Draft EM05 Council Members Allowance and Support Policy

Executive Summary

The purpose of this report is to present to Council the following policies which have been reviewed and updated to align to other key documents and plans.

- Asset Management policy (Council policy) which was due for review October 2021
- Council Members Allowance and Support Policy (Council policy) minor changes

Recommendation

THAT Council adopt the draft INF01 Asset Management Policy and draft EM05 Council Members Allowance and Support Policy, as at Attachment A - B, subject to any minor editorial adjustments.

Background

Since the last review of INF01 Asset Management Policy there has been an update to the Local Government (General) Regulations. The policy has now been reviewed and was found to already align appropriately to these current regulations. Minimal changes have been made to this policy in Attachment A.

The HR10 Fleet Policy is an administrative policy and has undergone a full review due to the introduction of the Fleet, Plant and Equipment Asset Management Plan.

During this process it was highlighted that there are discrepancies between the HR10 Fleet Policy and EM05 Council Members Allowances and Support Policy in regard to the vehicle price allowance for the Mayor. The HR10 Fleet Policy specifies an upper capital replacement value for the Mayor's vehicle as \$60,000 while the EM05 Council Members Allowances and Support Policy states \$45,000. It is recommended that the Council Members Allowances and Support Policy be updated to refer to the Fleet policy for the specified replacement vehicle type and cost as this will also align to the Fleet, Plant and Equipment Asset Management Plan. In addition to these changes, formatting and title updates have occurred.

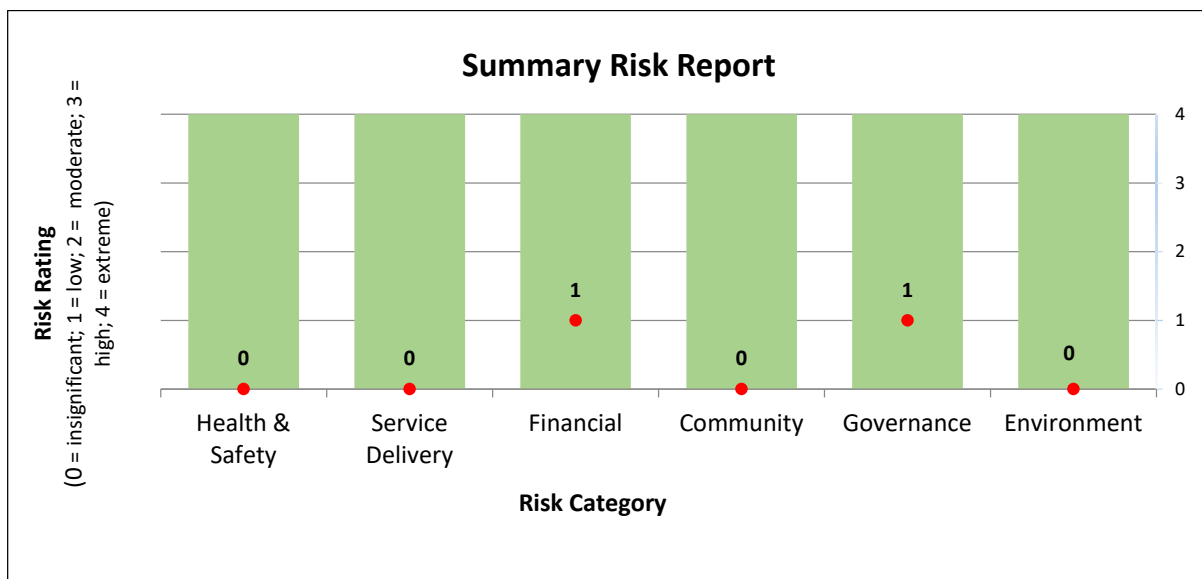
Links with Strategic Plan

A Well-Run Council - Good Governance

Legislative and Policy Implications

GOV01 Policy Framework

Risks



Financial

Not updating these policies would mean there is an ongoing discrepancy in the upper limit for the Mayor's vehicle between the two policies.

Governance

Failing to update and review these policies would be in breach of the GOV01 Policy Framework.

Community Engagement

Not applicable.



Name	INF01 Asset Management
Policy Type	Council
Responsible Officer	Asset Management Officer
Approval Date	18/10/2017
Review Date	17/10/2021

1. Purpose

This policy sets guidelines for implementing consistent asset management processes throughout Litchfield Council.

2. Scope

This policy applies to all Council operations.

3. Definitions

For the purposes of this Policy, the following definitions apply:

Asset	A resource controlled by Council as a result of past events and from which future economic benefits are expected to flow to Council. Infrastructure assets are a sub-class of property, plant and equipment which are non-current assets with a life greater than 12 months and enable services to be provided.
Asset Class	A group of assets having a similar nature or function in the operations of Council, and which, for purposes of disclosure, is shown as a single item without supplementary disclosure.
Asset Management	The combination of management, financial, economic, engineering and other practices applied to physical assets with the objective of providing the required level of service in the most cost effective manner.
Asset Management Plan	The Asset Management Plan/s encompasses all Council assets and identifies asset service standards and contains long term projections of asset renewal/replacement cost.
Level of Service	The defined service quality for a particular service/activity against which service performance may be measured. Service levels usually relate to

	quality, quantity, reliability, responsiveness, environmental impact, acceptability and cost.
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4. Policy Statement

4.1. Objective

To ensure adequate provision is made for the long-term replacement of major assets by:

- Ensuring that Council's services and infrastructure are provided in a sustainable manner, with appropriate levels of service.
- Safeguarding Council assets by implementing appropriate asset management strategies and developing appropriate financial resources for those assets.
- Creating an environment where all Council employees take an integral part in overall management of Council assets by creating a sustaining an asset management awareness throughout the organisation by training and development.
- Meeting legislative requirements for asset management.
- Ensuring resources and operational capabilities are identified and responsibility for asset management is allocated.
- Demonstrating transparent and responsible asset management processes that align with demonstrated best practice.

4.2. Background

- 4.2.1. Council is committed to implementing a systematic asset management methodology in order to apply appropriate asset management best practices across all areas of the organisation. This includes ensuring that assets are planned, created, operated, maintained, renewed and disposed of in accordance with Council's priorities for service delivery.
- 4.2.2. Asset management practices impact directly on the core business of Council and appropriate asset management is required to achieve our strategic service delivery objectives.
- 4.2.3. Adopting asset management principles will assist Council in implementing its Strategic Plan and Long Term Financial objectives.
- 4.2.4. A strategic approach to asset management will ensure that Council delivers an appropriate level of service through its assets. This will provide positive impact on;
 - Members of the public and staff;

- Council's financial position;
- The ability of Council to deliver the expected level of service and infrastructure;
- The political environment in which Council operates; and
- The legal responsibilities of Council.

4.3. Principles

- 4.3.1. A consistent asset management strategy must exist for implementing systematic asset management and appropriate asset management best practice throughout all Council operations.
- 4.3.2. All relevant legislative requirements together with political, social and economic environments are to be taken into account in asset management.
- 4.3.3. Asset management principles will be integrated within existing planning and operational processes.
- 4.3.4. Asset management plans will be developed for major service/asset categories. The plans will be informed by community consultation [where practicable](#) and financial planning and reporting.
- 4.3.5. An inspection regime will be used as part of asset management to ensure agreed service levels are maintained and to identify asset renewal priorities.
- 4.3.6. Asset renewals required to meet agreed service levels and identified in the adopted asset management plans and long term financial plans will form the basis of annual budget estimates with the service and risk consequences of variations in defined asset renewals and budget resources documented in budget documentation.
- 4.3.7. Service levels defined in adopted asset management plans will form the basis of annual budget estimates with the service and risk consequences of variations in defined services levels and budget resources documented in budget documentation.
- 4.3.8. Asset renewal plans will be prioritised and implemented progressively based on agreed service levels and the effectiveness of the current assets to provide that level of service.
- 4.3.9. Systematic and cyclic reviews will be applied to all asset classes to ensure that the assets are managed, valued and depreciated in accordance with appropriate practices and standards.
- 4.3.10. Future life cycle costs will be reported and considered in all decisions relating to new services and assets and upgrading of existing services and assets.
- 4.3.11. Future service levels will be determined in consultation with the community and stakeholders.
- 4.3.12. Training in asset and financial management will be provided for all relevant staff.

5. Associated Documents

Litchfield Council Policies
Litchfield Council Strategic Plan
Litchfield Council Long Term Financial Plan
Litchfield Council Municipal Plan
Asset Management Templates
International Infrastructure Management Manual

6. References and Legislation

Northern Territory Local Government Act [2019 – Part 1.2, Part 9.1, Part 10.6](#)
~~Northern Territory Local Government (Administration) Regulations~~
~~Australian Standards~~ [Local Government \(General\) Regulations 2021 – Part 1 and Part 2](#)

7. Review History

Date Reviewed	Description of changes (Inc Decision No. if applicable)
18/10/2017	New Policy



Name	EM05 Council Member Allowances and Support
Policy Type	Council
Responsible Officer	Chief Executive Officer
Approval Date	21/07/2021
Review Date	21/07/2025

1. Purpose

Litchfield Council is committed to ensuring Council Members are provided with the support necessary for them to effectively carry out their roles in Council. Pursuant to the Local Government Act 2019, the Local Government (General) Regulations 2021 and Ministerial Guidelines, this policy clarifies the allowances and expenses to be paid to Council Member, professional development and Council approved activities and travel.

2. Scope

This policy applies to Council Members.

3. Definitions

For the purposes of this Policy, the following definitions apply:

Allowances	Allowances provided in compensation to Council Members in consideration of the time and effort spent in their roles on Council.
Council Member	Individuals elected to Council. For the purposes of this policy, Council Member refers to Mayor, Deputy Mayor and Councillor.

4. Policy Statement

4.1. Council Member Allowances

- 4.1.1. A Base Allowance is paid to Council Members to cover their time spent in the following activities: agenda study and meeting preparation, attendance at regular Council meetings, attendance at social functions as Council representatives, constituency responsibilities, and Council representation outside of the municipality, including delegations interstate and overseas;
- 4.1.2. An Electoral Allowance is paid to assist members with electoral matters at the discretion of the individual Member;
- 4.1.3. Professional Development Allowance
 - 4.1.3.1. An allowance payable to Council Members to attend appropriate and relevant conferences or training courses which sustain a member's professional competence

by keeping the member informed of, and able to comply with, development in professional standards applicable to their role as a Council Member. Any such course/conference must have approval and be in line with council policy in order to attract this allowance.

- I. This allowance is available to all Council Members.
 - II. The professional development allowances may be claimed multiple times each year, but the total of those claims must not exceed the amount specified in the Guidelines.
 - III. The professional development allowance is to be used to cover the cost of travel to the course/conference, course/conference fees, meals and accommodation for the duration of the course/conference.
 - IV. A member may claim a portion of the member's professional development allowance for the costs (including travel, accommodation and meals) in attending any training, mediation or counselling recommended by the council, a council panel, prescribed corporation panel or as ordered by NTCAT as a result of a complaint of a contravention of the code of conduct.
 - V. Claims must be made using approved forms.
 - VI. Only approved course/conferences that are in line with council policy attract professional development allowances (payable for each day of attendance).
 - VII. Membership fees for bodies considered directly beneficial to the role of a Council Member (ie AICD) may be claimed.
- 4.1.3.2. Pursuant to the Local Government Act Ministerial Guideline 2A, use of the Professional Development Allowance must be approved by the Chief Executive Officer, prior to attendance at a professional development activity
- 4.1.3.3. In accordance with the Local Government (General) Regulations 2021, these allowances will not be paid in advance except for course fees, conference registration costs, travel and accommodation which will be paid for by the Council to the provider of the relevant service in advance of attendance at the approved activity.
- 4.1.4. Extra Meeting allowance
- 4.1.4.1. For a principal member, deputy principal member and acting principal member, this allowance is not paid separately. It is provided for and included in the base allowance.
 - 4.1.4.2. For other Council Members this allowance is paid only after an approved claim has been made within 30 days of the extra meeting.
 - 4.1.4.3. The amount of the extra meeting allowance is determined by Council resolution and is currently \$140.00. This amount is subject to the maximum payable amount, set by the Minister for Local Government.
 - 4.1.4.4. In accordance with the Local Government Act Ministerial Guideline 2, only the following meetings will attract the allowance: -

- I. Council Committee Meetings;
- II. Special Meetings of Council;
- III. Special Meetings of Council Committees;
- IV. Council Advisory / Reference Group Meetings;
- V. Council workshops or briefings;
- VI. Meetings of external agencies or organisations to which Council has formally appointed a Council Member to represent the Council or a member nominated through or with the Local Government Association of the Northern Territory as a representative;
- VII. Professional development courses/conferences that have approval and are in line with Council Policy

4.1.5. Allowances are set annually by Council as part of budget deliberations.

4.1.6. Allowances (apart from Professional Development Allowance) are to be paid from 1 July each year on a monthly basis in arrears by electronic funds transfer to their nominated account.

4.1.7. Where an Council Member is acting as Mayor in the absence of the Mayor for a period of less than 7 days, no compensation will be paid. Where the period is 7 days or longer, the acting Mayor will be paid 100% of the Mayoral Base Allowance instead of their normal base allowance for that period.

4.2. Council Member Benefits

4.2.1. In order to ensure Council Members are able to have ready access to technology enabling them to perform their roles as efficiently as possible, they are provided with:

- I. A laptop and printer for home use, a single set of toner cartridges and a single ream of paper. All subsequent toner and paper is at the Member's expense;
- II. A Litchfield Council email address for official use in their role as Council Member, together with calendar facility. A Council Member's calendar shall be available to other Council Members and nominated staff (as appointed by the CEO) in order to facilitate the smooth running of Council operations, and as a record of their activities;
- III. A mobile internet access device to be used with the laptop provided for Council business or the option to request a reimbursement of up to \$50 monthly for internet access.

4.2.2. All ICT equipment remains the property of Litchfield Council. Council Members have full private use. Support provided by Council will be on a "return to Council" basis, with Council IT support staff not being responsible to attend private residences.

4.2.3. Council Members shall be provisioned with business cards and name badges for their use.

4.2.4. Council will provide postage for official correspondence through its internal mail services. Bulk mailing will not be provided.

- 4.2.5. Use of Council's photocopying facilities for official business is available for Council Members through prior notice to the Executive Assistant to the Mayor and CEO. Circulars, publications or election material are specifically excluded from this benefit.
- 4.2.6. Council Members will be reimbursed for attendance at all Council endorsed meetings to a maximum of \$85 to cover child care costs associated with their participation. Reimbursement is subject to receipts being provided and are on a per Member rather than per child basis.
- 4.2.7. For any Council Member with a disability, Council may resolve to provide reasonable additional facilities and expenses in order to allow that Member to perform their civic duties.
- 4.2.8. Council members shall not use Council facilities, resources (including staff) for personal reasons including furtherance of their political career.
- 4.2.9. Miscellaneous
- I. A framed Certificate of Service will be presented in Council meeting for Council Members achieving 10 years of service, with subsequent certificates presented at five yearly intervals
 - II. A history of members elected to office will be appropriately recorded photographically under direction of the CEO.
- 4.2.10. Mayoral Benefits

In addition to the benefits above, the Mayor is entitled to the following additional benefits to assist them in their civic duties:

- I. Mobile Phone;
 - II. An office and administrative and secretarial assistance for official use only;
 - III. Reimbursement for costs associated with attendance and participation at official functions where Council is represented;
 - IV. A fully maintained Council vehicle with limited private use limited to within the Northern Territory only and a purchase price of no more than \$45,000 ex GST in accordance with Council's INF09HR10 Fleet Policy. ~~with limited private use within 300km of Council, and subject to conditions set out in Council's HR08 Motor Vehicle Policy.~~
- 4.2.11. Council Members are not provided with stationary, mobile phones, uniforms or any other materials not provided for within this Policy. These can be purchased at the discretion of Council Members themselves.
- 4.3. Council Member Travel
- 4.3.1. Council Members wishing to attend a conference, workshop, seminar or relevant training session incurring travel costs at Council's expense shall apply to the CEO for approval.
 - 4.3.2. Air travel is to be by the most reasonably economic means available, and shall not include business or first class.

- 4.3.3. Accommodation, meals and associated travel costs are to be covered by prior approval of the CEO.
- 4.3.4. Council will pay in advance any registration fees, accommodation deposits and airline tickets for approved Council Member travel. Where this is not possible, a reimbursement equivalent to the fees or expenses will be paid subject to the provision of receipts.
- 4.3.5. Council Members may be accompanied by a spouse or partner subject to Council not incurring any additional expense.

4.4. Insurance

- 4.4.1. Council Members will receive the benefit of insurance cover to the limit specified in Council's insurance policies for the following:
 - I. Personal Injury whilst on Council business, providing specified benefits for lost income and other expenses arising from permanent disablement, temporary total disability and temporary partial disability. The cover does not include medical expenses. Full details are available from the Director of Corporate Services.
 - II. Professional Indemnity and Public Liability
 - III. Use of private motor vehicle whilst on Council business

4.5. Legal Assistance

- 4.5.1. Legal assistance shall be provided to Council Members in the event of an enquiry, investigation or hearing into the conduct of an Council Member by:
 - I. The office of the Ombudsman
 - II. The Police
 - III. The Director of Public Prosecutions
- 4.5.2. Legal assistance will be provided to Council Members in respect of legal proceedings being taken by or against a Council Member, arising out of or in connection with the Council Member's performance of his or her civic duties or exercise of his or her functions as a Council Member.
- 4.5.3. Council shall reimburse such Council Member, after the conclusion of the enquiry, investigation, hearing or proceeding, for all legal expenses properly and reasonably incurred, given the nature of the enquiry, investigation, hearing or proceeding, on a solicitor/client basis.
- 4.5.4. All legal assistance will be provided subject to the following conditions:
 - I. The amount of such reimbursement shall be reduced by the amount of any moneys that may be or are recouped by the Council Member on any basis;
 - II. The enquiry, investigation, hearing or proceeding results in a finding substantially in favour of the Council Member;
 - III. The amount of such reimbursement is limited to the equivalent of the fees being charged by Council's solicitors.
- 4.5.5. Legal Advice

- I. Legal advice shall be made available on Conflict of Interest provisions subject to the following procedure:
- II. On receipt of a written enquiry received in good time before the relevant meeting seeking an interpretation of the Conflict of Interest provisions, the CEO is authorised to seek legal opinion from Council's solicitors as to the nature and extent of interest and the application of the legislative provisions;
- III. Legal advice provided to one Council Member under this provision is to be made available to all Members;
- IV. The Council Member initiating the enquiry agrees to be bound by the contents thereof.

5. Associated Documents

EM01 Elected Member Code of Conduct

6. References and Legislation

Northern Territory Local Government Act, Regulations, Ministerial Guidelines and General Instructions

7. Review History

Date Reviewed	Description of changes (Inc Decision No. if applicable)
14/12/2015	Policy adopted
15/2/2017	Updated with professional development allowance, LC27 rescinded as a duplicate
15/11/2017	Remove internet allowance and Elected Member (1718/099)
18/07/2018	Include professional development in list for extra meeting allowance, Remove gifts and benefits section as covered with EM07
21/10/2020	Professional development allowance amended to include memberships (2021-059)
21/07/2021	Amendments in accordance with Local Government Act 2019 and Regulations



COUNCIL AGENDA

LITCHFIELD ORDINARY COUNCIL MEETING

Tuesday 18 January 2022

15 Other Business

16 Confidential Items

17 Close of Meeting