

# CONFIDENTIAL



REPORT FOR:	<b>Council</b>		
MEETING DATE:	24 September 2019		
REPORT FROM:	Director Infrastructure		
REPORT TITLE:	<b>Central Oval Turf Upgrade Funding Commitment</b>		
FILE NAME:	F18/741	RECORD NO:	AR19/ 40931

## COMMUNITY VISION & STRATEGIC PLAN OUTCOMES

### **2 We Create**

2.1 Provide facilities and programs that support creativity and excellence in recreation, sport and the arts.

### **6 We Achieve**

6.5 We use and manage our financial resources in the best interests of our community, and to ensure financial sustainability and organisational efficiency now and into the future.

## **PURPOSE**

Tenders for the Central Oval turf upgrade have been received and evaluated. The purpose of this report is to advise Council that the submissions received exceed the budget estimate.

## **RECOMMENDATION**

That **Council** authorises a cash advance debenture of up to \$94,000 to fund the Central Oval Turf Upgrade project to accommodate difference between the preferred tender and the current budget.

## **BACKGROUND**

The oval playing surface was not upgraded as part of the Central Oval redevelopment project. The condition of the Central Oval playing surface has been of concern to key stakeholders and community members for some time. Issues include uneven surface levels, surface contours, fertility issues, irrigation issues, and variable turf coverage. This has been exacerbated over the past two summer periods due to extreme temperatures and very limited rain fall in comparison to previous summers. A full report ([AR19/6349](#)) attached was provided to Council on 26 February 2019, informing the following resolution:

*That **Council** commits dollar for dollar capital funding of up to \$500,000 for the Central Oval Turf Upgrade in the 2019/20 Budget on the condition that grant funding is received for at least 50% of the project.*

The grant and tender process did not align to budget timeframes therefore an estimate was required for budget purposes. The Office for Recreation & Sport Grassroots Football, Cricket & Netball Facilities Program application was successful. Council have received an amount of \$486,500 based on the following scope of work:

"- stripping the existing surface, regrade existing soil to create surface fall away from centre of oval, import suitable root zone material and replace irrigation and re-establish turf. Basically it is rebuilding the oval. This option will provide the most reliable surface for all sporting needs, and best suited to cope with increased usage and variety of usage due to superior drainage. This option provides the optimal result and would give the opportunity to consider potential future use of the oval and incorporate that usage into the design and specifications. This addresses the recommendation of the Central Oval Quantification Review. "

It is to be noted that the irrigation design accommodates the ability to incorporate a turf wicket at some point in the future.

## **DISCUSSION**

Council utilised LGA procurement services to oversee the tender process. The evaluation panel consisted of four ( 4 ) people. Two ( 2 ) council employees and two ( 2 ) independent members.

Two ( 2 ) complying tender submissions were received and evaluated against experience, methodology, capability and price. The tendered gst exclusive submissions are both above the budget allocation of \$973,000 as shown below:

- Company 1 \$1,943,000
- Company 2 \$1,172,000

On the basis of the evaluation process, Company 2 is the preferred supplier. Negotiations have commenced with the preferred tenderer. The preference and results of the evaluation have not been disclosed in order to maintain integrity of the tender process and to not compromise Councils' commercial position.

Company 2 have submitted an alternate price of \$1,057,000 on the basis of minor scope reduction to the non-playing turf surface, insourcing a minor component of work and use of Council accommodation that can be absorbed through variances within the existing operating budget, therefore reducing the tender by \$115,000. The most significant variables against the budget estimate are in the areas of labour, root zone material and plant.

Utilising the final submission the project budget is as follows:

	Capital	Existing Operating Budget
Fixed price tender	\$1,057,000	
Third Party Technical support	\$ 10,000	
Julia Lodge Accommodation ( revenue loss )		\$ 10,000
Plant and operator ( internal cost )		\$ 13,000
<b>Sub Total</b>	<b>\$1,067,000</b>	<b>\$ 23,000</b>
Grant received	\$ 486,500	
Budget	\$ 486,500	
Capital Shortfall ( 9% )	\$ 94,000	

The total project cost is \$1,090,000. On the basis of a fixed price submission a contingency amount has not been included.

Funding options include cash advance debenture or deferral of alternate capital works. The recommendation contained within proposes cash advance debenture on the basis of Council expressing a desire to maintain if not increase city image and also to achieve asset renewal benchmarks.

Further scope reductions have been considered such as modification or removal of drainage and reduction in root zone material. On the basis of third party advice detailed below this was considered a substantial risk to the project and therefore ruled out.

*It would be preferable to keep the drainage as designed. This is because the profile depth has already been reduced in depth in an effort to find some savings, which places further pressure on the drainage capabilities of the oval as we have given up some gravitational influence to help remove excess water. While it could be argued that this may not be a massive problem given Port Augusta's climate, my main issue is the likelihood of some marginal quality water being used for irrigation, and the need then to "flush" the profile of accumulated salts from time to time for the benefit of the turf health and its wear tolerance.*

*If the subsurface drainage is removed from the outfield, there will be increased reliance on the lateral movement of water through the sand profile towards the boundary of the oval, where the perimeter drain would then remove the excess as it gets there. But the reality is that lateral movement of water is very slow (remembering some contours are likely to be less than 1%), so the impact of the removal of the outfield drainage will be;*

- *Slower removal of excess water in heavy rainfall events*
- *Quicker accumulation of salinity throughout the outfield as water carrying salts would not be removed consistently or quick enough after rainfall or "flushing" irrigation events, resulting in subsequent evaporation causing salt accumulation in the profile*

*These issues will most likely require greater maintenance inputs (aeration, amendments etc) over time.*

*The reduction in depth of the root zone was offered as an option on the basis that the subsurface drainage was retained for the above reasons.*

*So in summary, yes in support of the drainage being retained and funds being sourced.  
- Daryl Sellar*

## **CONFIDENTIALITY PROVISIONS**

The Council is satisfied that, pursuant to Section 90(3)(k) of the Act, the information to be received, discussed or considered in relation to this Agenda Item is information related to a tender for the carrying out of works, in that the Council is currently evaluating tenders for the Central Oval Turf Upgrade contract and the information outlines tendered pricing and contract negotiations that have taken place. It is considered that the open discussion in relation to these tenders, the disclosure of which would prejudice the Council's commercial position in the tender process, should be considered under confidential provisions.

In addition, the disclosure of this information would, on balance, be contrary to the public interest. The public interest in public access to the meeting has been balanced against the public interest in the continued non-disclosure of the information. The benefit to the public at large resulting from withholding the information outweighs the benefit to it of disclosure of the information. The Council is satisfied that the principle that the meeting be conducted in a place open to the public has been outweighed in the circumstances because the disclosure of tender pricing and Council's commercial position may severely prejudice Council's ability to be able to negotiate a cost-effective proposal for the benefit of the Council and the community in this matter.

Having considered this agenda item in confidence under Section 90(2) and (3)(k) of the *Local Government Act 1999*, the Council, pursuant to Section 91(7) of that Act orders that report, discussions and minutes be retained in confidence until the Central Oval Turf Upgrade Contract has been executed or the tender process is otherwise concluded; and that this order be reviewed every 12 months.

## **RISK MANAGEMENT**

### **1: Financial/Budget/Asset Management**

Potential additional resources and funding:

If the project is not undertaken, additional resources inclusive of funding will be required to be directed to Central Oval to address immediate and ongoing issues. These issues include the infestation of 'crows foot' weed which can't be poisoned due to impact to the turf and therefore requires manual removal, upgrades to the irrigation system to provide additional coverage, an alternative water source for watering of the oval when sufficient reclaimed water is unavailable or additional water required during maintenance, patching of existing surface areas on an ongoing basis and correction to surface levels through top dressing which will take considerable time.

Restricted Usage:

Usage of the oval may also be required to be limited to assist with maintenance to address safety issues. Core issues of root zone material quality, surface contours and drainage of the surface will not be addressed and therefore it could be considered that these band aid measures are not the best use of revenue.

Financial:

The shortfall in capital could be obtained through the utilisation of a LGFA Cash Advance Debenture ( CAD ) . If the current CAD interest rate remains stable at 2.95%, this would result in an additional Interest Expense of approximately \$3.5k per annum until such time that the funds are repaid. This would increase Council's annual operating deficit by \$3.5k, however endeavours will be made to achieve savings in order to offset this increase.

### **2: Legal/Policy**

There is a potential risk to Council of liability in relation to an unsafe playing surface.

### **3: Environment/Planning**

Not applicable.

### **4: Community**

General

Central Oval is widely utilised by the Community for various sporting and community events. There is a desire for the oval usage to be increased as outlined in the Central Oval Quantification Review report.

If work is not carried out on the oval, there is a possibility that the use of the surface for sporting activities will become untenable.

Council, together with State and Federal Governments expended considerable funds on the upgrade of the Central Oval Complex. The upgrade of the oval surface is required to ensure that the facility is fit for purpose.

In order to undertake the works during optimal growing season and to reduce impact to organised sports there is a time imperative to commence work late September.

**Suzanne McKell**  
**18/09/2019**

REPORT FOR:	<b>Council</b>		
MEETING DATE:	26 February 2019		
REPORT FROM:	Director – Corporate and Community Services		
REPORT TITLE:	<b>Central Oval Turf Upgrade Funding Commitment</b>		
FILE NAME:	F18/741	RECORD NO:	AR19/6349

COMMUNITY VISION & STRATEGIC PLAN OUTCOMES			
<b>2</b>	<b>We Create</b>		
2.1	Provide facilities and programs that support creativity and excellence in recreation, sport and the arts.		
<b>6</b>	<b>We Achieve</b>		
6.5	We use and manage our financial resources in the best interests of our community, and to ensure financial sustainability and organisational efficiency now and into the future.		

**PURPOSE**

The purpose of this report is to seek Council commitment to the Central Oval turf upgrade in the 2019/20 budget on the condition that grant funding for at least 50% of the project is achieved.

**RECOMMENDATION**

That **Council** commits dollar for dollar capital funding of up to \$500,000 for the Central Oval Turf Upgrade in the 2019/20 Budget on the condition that grant funding is received for at least 50% of the project.

**BACKGROUND**

The condition of the Central Oval playing surface has been of concern to key stakeholders and community members for some time. Issues include uneven surface levels, surface contours, fertility issues, irrigation issues, and variable turf coverage. This has been exacerbated over the past two summer periods due to extreme temperatures and very limited rain fall in comparison to previous summers.

Photo taken 13/02/2019 clearly shows the issues with turf condition:



The Central Oval Quantification Review report includes a recommendation to undertake an assessment of carrying capacity and potential additional use of the oval. A review of the oval was undertaken and it was determined that the oval required a significant upgrade to improve the current condition.

The preferred option involves stripping the existing surface, regrade existing soil to create surface fall away from centre of oval, import suitable root zone material and replace irrigation and re-establish turf. Basically it is rebuilding the oval. This option will provide the most reliable surface for all sporting needs, and best suited to cope with increased usage and variety of usage due to superior drainage. This option provides the optimal result and would give the opportunity to consider potential future use of the oval and incorporate that usage into the design and specifications. This addresses the recommendation of the Central Oval Quantification Review.

At a Council meeting held on 25<sup>th</sup> June 2018, Council resolved:

1. That **Council** endorses the Central Oval Turf Upgrade encompassing the followings steps:
  - Stage 1 – Scoping, Design & Funding (to be completed in 2018/19 financial year)
  - Stage 2 – Commissioning (July 2019)
  - Stage 3 – Implementation (September 2019)
2. That **Council** seeks external grant funding for the Central Oval Turf Upgrade project, acknowledging that dollar for dollar matching of grant funding may be required.

### **DISCUSSION**

Following the Council resolution, Council engaged Living Turf to undertake scoping and design of the Central Oval Turf Upgrade. Living Turf is very experienced in this area and were involved in the recent upgrade of Memorial Oval in Port Pirie. Scoping of work was based on the AFL required standard for ovals as this was considered to be meet basic requirements of all sports.

Estimated costs have been provided based on the scope of work including project management, stripping and removing existing turf surface, supply & install irrigation with individually controlled heads and moisture sensing equipment, install subsurface lay flat drainage pipe plus perimeter drain, import suitable sports field root zone material, laser levelling to follow base contours, supply and install kikuyu, fertility & pest control. The total cost, including contingencies, is indicated at this time to be \$973,000.

A grant is being sought through the Office for Recreation & Sport 'Grassroots Football, Cricket & Netball Facilities Program'. It is a requirement that this grant funding is matched on dollar for dollar basis. Council has engaged Tony Stacey of TSM Consulting to provide support in the development of this application and letters of support have been sought from key stakeholders.

#### Alternative Water Supply

Investigations have been undertaken in relation to an alternative water supply for when the waste water treatment plant is unavailable or additional watering is required. At present, there is no alternate supply to water the oval in entirety when the waste water treatment plant is off line or water demands exceed production which impacts on the surface of the oval. Additional watering to support the maintenance plan is also problematic due to restrictions on overhead watering whilst patrons are present at the complex. A separate budget submission will be made for this work as it requires strong consideration to ensure sustainability of the oval regardless of the outcome of the grant application for the turf upgrade.

#### Ongoing Maintenance Program

As part of the scope of work for this project, a detailed maintenance program will be developed for Council staff and/or contractors to follow to ensure the establishment of new turf, minimise the risk of the surface deterioration and to develop the skill of staff. A monitoring process will also be implemented to audit the condition of the oval, ensure completion of required work and inform amendments to the maintenance program as required. It is expected that initially maintenance and watering costs will increase during establishment but should reduce after the first two years once the turf is fully established.

With Council approval, Stage 2 would include tender development and completion of a tender process as per Council's 'Purchasing, Contracts and Tenders' policy. It is proposed that this work be commenced in the near future to ensure that the project can commence in a timely manner.

Stage 3 is implementation of the scoped and tendered works. Work will need to commence immediately after the completion of the 2019 Spencer Gulf Football League season to enable the turf to be in place during the optimal growing period.

#### Due Diligence

A risk assessment in relation to the project is attached for Members' information.

Financial risk to Council is outlined under the Risk Management section of this report below.

#### Considerations if project is not undertaken

If the project is not undertaken, additional resources will be required to be directed to Central Oval to address immediate and ongoing issues. These issues include the infestation of 'crows foot' weed which can't be poisoned due to impact to the turf and therefore requires manual removal, upgrades to the irrigation system to provide additional coverage, an alternative water source for watering of the oval when sufficient reclaimed water is unavailable or additional water required during maintenance, patching of existing surface areas on an ongoing basis and correction to surface levels through top dressing which will take considerable time. Usage of the oval may also be required to be limited to assist with maintenance to address safety issues. Core issues of root zone material quality, surface contours and drainage of the surface will not be addressed and therefore it could be considered that these band aid measures are not the best use of ratepayers money.

Daryl Sellars from Living Turf will be in attendance at the Council meeting on 26 February 2019 to provide further details in relation to the proposed project.

#### **CONFIDENTIALITY PROVISIONS**

Not applicable.



## **RISK MANAGEMENT**

### **1: Financial/Budget/Asset Management**

Scoping of work required for a Central Oval turf upgrade was included in the 2018/19 draft annual business plan and budget.

Finance costs would need to be considered for this capital project as well as depreciation expense and an appropriate ongoing maintenance regime. Additional operating expenditure would be:

Operating Expenditure (annual)	
Interest Expense	\$ 17,515
Depreciation	\$ 36,191
TOTAL	\$ 53,706

It is expected that there may be some additional maintenance and watering costs associated with establishment. At present, Council is putting additional funds into upgrade of the oval each year to bring the surface up to a minimum standard for sport each year, including sodding and additional watering. It is anticipated that costs will reduce after establishment of the new turf and Council following a strict maintenance regime

Expenditure over the past 4 years has been:

	2015/16	2016/17	2017/18	2018/19 YTD
Salaries & Wages	\$33,242.04	\$25,444.65	\$32,574.16	\$25,811.19
Plant & Machinery	\$5,893.90	\$3,192.10	\$4,934.30	\$4,012.60
Contractual Services	\$45,485.19	\$49,080.19	\$38,597.95	\$23,585.05
Materials	\$12,063.96	\$19,360.54	\$21,230.86	\$6,361.11
Utilities	\$46,096.45	\$44,421.92	\$53,444.67	\$20,700.64
	<u>\$142,781.54</u>	<u>\$141,499.40</u>	<u>\$150,781.94</u>	<u>\$80,470.59</u>

The current Long Term Financial Plan states that to achieve break even by the 2027/28 financial year an annual increase in rates of 3.86% is required per annum or an annual reduction in expenditure of \$140,000. If this project is undertaken, to breakeven by the 2027/28 financial year the required increase in rates would increase by 0.03% to 3.89% or the annual reduction in expenditure required would increase by \$7,000 to \$147,000 per annum.

A further report seeking budget allocation would need to be submitted to Council to secure hosting of an AFL game into the future.

### **2: Legal/Policy**

There is a potential risk to Council of liability in relation to an unsafe playing surface.

### **3: Environment/Planning**

Not applicable.

### **4: Community**

#### 4.1 General

Central Oval is widely utilised by the Community for various sporting and community events. There is a desire for the oval usage to be increased as outlined in the Central Oval Quantification Review report.



If work is not carried out on the oval, there is a possibility that the use of the surface for sporting activities will become untenable.

Council, together with State and Federal Governments expended considerable funds on the upgrade of the Central Oval Complex. The upgrade of the oval surface is required to ensure that the facility is fit for purpose.

- 4.2 Aboriginal Community Consultation  
To be provided to the Aboriginal Community Committee for information.

**ANNE O'REILLY**  
**11/02/2019**

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 <b>Port Augusta</b> <small>CITY COUNCIL</small>	<h2 style="margin: 0;">Combined Risk Assessment &amp; Safe Work Instruction</h2>	Version No: 1.1
		Issued: May 2016
		Next Review: May 2019

<b>Task Description</b>	Central Oval Turf Upgrade	<b>Reference Number</b>	
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<b>Location</b>	Central Oval, Augusta Terrace, Port Augusta
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<b>No of workers required</b>		<b>Initial Risk Ranking</b>		<b>Residual/Final Risk Ranking</b>	
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<b>Training/ Competencies/ Licences/ Clearances required for Work</b>	<b>Equipment &amp; materials that may be used</b>
	<i>Cable locator to be used when underground services may be present</i>

Permits required (if applicable to task)     Confined Space     Hot Work     Working at Heights     Other .....

**PPE / Special Equipment Required/ Special Task Requirements** Delete any of the pictures which do not apply to carrying out the job safely



<b>Emergency response / First aid requirements</b>	<b>Environmental / clean-up / waste disposal measures</b>

**PART A Risk Assessment**

RISK ASSESSMENT/SWI TEAM			
NAME	POSITION	SIGN	DATE
Anne O'Reilly	Director Corporate & Community Services		
Suzanne McKell	Director Infrastructure		
Craig Dearlove	Sport & Recreation Manager		
Brenton Daw	Senior Technical Officer		

DEPARTMENT MANAGER	
NAME:	Date:
SIIGNED:	

HEALTH & SAFETY REPRESENTATIVE	
NAME:	Date:
SIIGNED:	

## PART A Risk Assessment

Risk Assessment Example – Not to be used for task

Activity Description	Hazard Description	Risk Ranking	Current Controls	Control Type	Residual Risk Ranking	Proposed Controls	Final Risk Ranking	Responsibility
Collect Equipment from depot and load Utility	<ul style="list-style-type: none"> <li>Manual Handling</li> <li>Insect Bites</li> <li>Slips Trips Falls</li> <li>Falling objects from shelves</li> </ul>	C2 Medium	<ul style="list-style-type: none"> <li>PPE (gloves, long sleeves)</li> <li>Steel Cap footwear</li> <li>Manual handling training</li> <li>Housekeeping</li> <li>Objects secured into vehicles</li> <li>Heavy equipment stored on racks and shelving</li> <li>Team lifts</li> </ul>	Elimination Substitution Isolation Engineering Administration PPE	E2 Low	Investigate the use of lifting aids to reduce the risk of manual handling injuries	E1 Low	<p>Name: Team leader</p> <p>Date By: 30/06/2099</p> <p>CAPA: 1234</p>
Travel to worksite	<ul style="list-style-type: none"> <li>Vehicle Impact</li> <li>Falling Objects</li> </ul>	B5 High	<ul style="list-style-type: none"> <li>licenced &amp; competent drivers</li> <li>Road rules followed</li> <li>Pre start checks on vehicles</li> <li>Maintained vehicles</li> <li>Seatbelts, air bags</li> <li>Load restraint guidelines</li> <li>Securing devices (nets/covers/straps)</li> </ul>	Elimination Substitution Isolation Engineering Administration PPE	D3 Medium	Nil	D3 Medium	<p>Name:</p> <p>Date By:</p> <p>CAPA:</p>

*\*Please note:  
Should there be no proposed controls to reduce risk further than the Residual and Final risk ranking SHALL be the same.*

**Risk Ranking**  
The risk of injury with **NO** controls in place

**Residual Risk Ranking**  
The Risk of injury **with current controls** in place

**Final Risk Ranking**  
The Risk of injury **With current & proposed controls\*** in place



## PART A Risk Assessment

**Hazard Prompts: Look For these when conducting the risk assessment**

Hazard Category	Potential Risks	Consider ( <i>but not limited to</i> )
Manual tasks & Ergonomics	Overexertion or repetitive movement can cause Muscular strain,	Lifting, dragging, pushing, pulling, prolonged standing, prolonged sitting, twisting, bending, over-reaching, over stretching, repetitive movements.
Gravity	Falling objects, falls, slips and trips of people can cause fractures, bruises, lacerations, dislocations, concussion, permanent injuries or death.	Items falling from height, from vehicles, into pits, voids and trenches. Look for things such as falling branches from trees, loose objects on roofs/gutters, items on shelves, loose objects close to excavations, loose items in vehicles/plant, trucks and utes
Electricity & Other Services (Gases, Water, Sewerage)	Exposure to live electrical wires can cause shock, Exposure to gases can result in illnesses and explosions Sewerage is a biological risk	Overhead and <b>underground power lines, stormwater and sewerage, high-pressure gas mains, water pipes (high and low pressure)**</b> electrical and other services in wall and roof cavities, fibre optic cables, power distribution boards and transformers and high voltage welders, generators etc.
Machinery and equipment	Being hit by moving vehicles, or being caught by moving parts of machinery can cause fractures, bruises, lacerations, dislocations, permanent injuries or death.	Being hit by a vehicle/machine, hitting someone while operating a vehicle or machine, (guarded or unguarded) moving parts, pinch points, belts, blades, pistons, hydraulics, pneumatics, gears, hydraulic/pneumatic rams.
Hazardous chemicals	Chemicals (such as acids, weed killers, and cleaning chemicals) and dusts (such as asbestos) can cause respiratory illnesses, cancers or dermatitis	Look for chemicals on the job site, chemicals in storage that may be used, check for asbestos (or potential asbestos) (look at register) check SDS sheets (previously MSDS sheets)
Extreme temperatures	Heat can cause burns, heat stroke or fatigue Cold can cause hypothermia or frost bite	Radiant heat from welders exhausts ovens, kettles, boilers, fires etc. Ambient temperatures from weather and summer/winter seasons
Noise & Vibration	Exposure to loud noise can cause permanent Hearing damage. Vibration can result in musculoskeletal injuries	Noise and vibration from engines, tools, ambient noise, loud music at events,
Radiation	Ultra violet, welding arc flashes, micro waves and lasers can cause burns, cancer or blindness	Exposure to the sun, electric arc welding (tig,mig etc.) RF radiation from radio towers, microwave ovens, X-rays, nuclear fuels/waste.
Biological	Exposure to biological pathogens can result in acute or long term illnesses and can result in death.	Exposure to medical waste (syringes, bodily waste etc.), stagnant water in drains, cooling water for air conditioners, exposure to ill persons, raw sewerage, untreated re-claimed water, dusts/pollens, animal carcasses/waste, Pigeon droppings, unsanitary conditions
Psychosocial hazards	Shock, withdrawal, potential violence, mental illnesses	Potential or actual bullying, intimidation, long work hours, monotonous repetitive tasks, in adequate break/rest periods, harassment, high workload, low workloads, boredom, violence or threats of violence from co-workers or public, verbal aggression and threats,
Other Hazards	Flora/Fauna <b>UV &amp; Inclement Weather*</b> Public Interactions Drugs & Alcohol	Insect/Animal bites, poisonous plants/noxious weeds Floods, Storms (dust and thunder), Fog, Strong Winds, extreme heat etc. Human interactions (aggression, harassment etc.) Intoxicated or Drug affected persons

*\*must be included in every task that involves outdoor work*

*\*\* Must consider the use of the underground service locator*

**PART A Risk Assessment**

Can the item/activity be eliminated?  Yes  No

Activity Description	Hazard Description	Risk Ranking	Current Controls	Control Type	Residual Risk Ranking	Proposed Controls	Final Risk Ranking	Responsibility
Funding	<ul style="list-style-type: none"> <li>Lack of Council support for project</li> </ul>	High	<ul style="list-style-type: none"> <li>Seek report on current condition of oval and available options for upgrade of condition.</li> <li>Develop business case for project</li> </ul>	Elimination Substitution Isolation Engineering Administration PPE	High	<ul style="list-style-type: none"> <li>If full upgrade does not proceed, utilise FY20 budget submission process to increase resources and follow agreed maintenance regime</li> <li>Residual Risk remains High. Council is prepared to accept the risk</li> </ul>		Name: Date By: CAPA:
Funding	<ul style="list-style-type: none"> <li>Grant application for 50% of project not successful</li> </ul>	High	<ul style="list-style-type: none"> <li>Engage consultant to assist with grant application.</li> <li>Highlight safety issues with current condition of oval turf.</li> <li>Seek letter of support from key stakeholders</li> </ul>	Elimination Substitution Isolation Engineering Administration PPE	High	<ul style="list-style-type: none"> <li>Further report to Council on available options</li> <li>Seek grant funding through alternative avenues</li> <li>Revise scope of project</li> <li>Redirect resources through service level &amp; range review subject to Council approval.</li> <li>Borrow funds to support the project subject to Council approval.</li> <li>Residual Risk remains High. Council is prepared to accept the risk</li> </ul>		Name: Date By: CAPA:

**PART A Risk Assessment**

Activity Description	Hazard Description	Risk Ranking	Current Controls	Control Type	Residual Risk Ranking	Proposed Controls	Final Risk Ranking	Responsibility
Community Support	<ul style="list-style-type: none"> <li>Lack of wider community support for project</li> </ul>	High	<ul style="list-style-type: none"> <li>Community engagement process</li> </ul>	Elimination Substitution Isolation Engineering Administration PPE	medium	<ul style="list-style-type: none"> <li>Direct engagement with sporting associations.</li> <li>Education through consultation – clear reporting of risks associated with not pursuing the upgrade.</li> </ul>		Name: Date By: CAPA:
Procurement	<ul style="list-style-type: none"> <li>Engagement of suitably qualified and experienced contractor</li> </ul>	High	<ul style="list-style-type: none"> <li>Procurement process as per Council policy ensuring all consultants engaged have adequate Professional Indemnity Insurance</li> </ul>	Elimination Substitution Isolation Engineering Administration PPE	High	<ul style="list-style-type: none"> <li>Tender responses to include details of similar projects undertaken for reference purposes</li> <li>Engagement of specialist Project Manager to oversee quality control of project delivery</li> <li>Residual Risk remains High. Council is prepared to accept the risk</li> </ul>		Name: Date By: CAPA:
	<ul style="list-style-type: none"> <li>Tenders coming in above budget</li> </ul>	High			Medium	<ul style="list-style-type: none"> <li>Project costings obtained based on detailed specifications prior to funding applications</li> </ul>		
Project Scope	<ul style="list-style-type: none"> <li>Incorrect specifications</li> </ul>	High	<ul style="list-style-type: none"> <li>Turf upgrade based on AFL standard as a minimum to ensure suitable outcome for sports</li> <li>Engage suitably qualified and experienced consultant to develop detailed project specifications</li> </ul>	Elimination Substitution Isolation Engineering Administration PPE	Medium	<ul style="list-style-type: none"> <li>Site Visit</li> <li>Meeting with irrigation designer</li> <li>Reference checks</li> <li>Involvement of maintenance and operating staff</li> </ul>		Name: Date By: CAPA:



**PART A Risk Assessment**

Activity Description	Hazard Description	Risk Ranking	Current Controls	Control Type	Residual Risk Ranking	Proposed Controls	Final Risk Ranking	Responsibility
Project Delivery	<ul style="list-style-type: none"> <li>Specifications not followed</li> </ul>	High	<ul style="list-style-type: none"> <li>Engage suitably qualified and experienced project manager to manage project and oversee quality control of project delivery</li> </ul>	Elimination Substitution Isolation Engineering Administration PPE	Medium	<ul style="list-style-type: none"> <li>Tender responses to include details of similar projects undertaken for reference purposes</li> </ul>		<b>Name:</b> <b>Date By:</b> <b>CAPA:</b>
Project Delivery	<ul style="list-style-type: none"> <li>Project exceeds project timeframe</li> </ul>	High	<ul style="list-style-type: none"> <li>Engage suitably qualified and experienced project manager to manage project</li> </ul>	Elimination Substitution Isolation <b>Engineering</b> Administration PPE	medium	<ul style="list-style-type: none"> <li>Regular progress meetings and reporting requirements throughout project.</li> </ul>		<b>Name:</b> <b>Date By:</b> <b>CAPA:</b>
Project Delivery	<ul style="list-style-type: none"> <li>Project exceeds tenders due to variations</li> </ul>	High	<ul style="list-style-type: none"> <li>Engage suitably qualified and experienced project manager to manage project</li> <li>Standard contract clauses to address variations</li> </ul>	Elimination Substitution Isolation <b>Engineering</b> Administration PPE	Medium	<ul style="list-style-type: none"> <li>Regular progress meetings and reporting requirements throughout project</li> </ul>		<b>Name:</b> <b>Date By:</b> <b>CAPA:</b>
Water Supply	<ul style="list-style-type: none"> <li>Insufficient water available to oval</li> </ul>	High	<ul style="list-style-type: none"> <li>Install back up potable water supply for oval</li> </ul>	Elimination Substitution Isolation Engineering Administration PPE	High	<ul style="list-style-type: none"> <li>New irrigation sprinkler heads can be individually controlled</li> <li>Residual Risk remains High. Council is prepared to accept the risk</li> </ul>		<b>Name:</b> <b>Date By:</b> <b>CAPA:</b>

**PART A Risk Assessment**

Activity Description	Hazard Description	Risk Ranking	Current Controls	Control Type	Residual Risk Ranking	Proposed Controls	Final Risk Ranking	Responsibility
Establishment and ongoing maintenance of turf	<ul style="list-style-type: none"> <li>Inadequate maintenance of turf</li> </ul>	High	<ul style="list-style-type: none"> <li>Engage consultant support for 2 year period following project completion to audit condition of oval on a regular basis</li> <li>Allocate appropriate levels of resources during establishment and ongoing</li> <li>Install alternate water supply to oval and/or water treatment plant.</li> </ul>	Elimination Substitution Isolation Engineering Administration PPE	High	<ul style="list-style-type: none"> <li>Regular reporting on oval condition.</li> <li>Regular audit of maintenance practices</li> <li>Training and education of staff</li> <li>Contract monitoring of any outsourced components</li> <li>Ability to test moisture and manage variables such as evaporation</li> <li>Residual Risk remains High. Council is prepared to accept the risk</li> </ul>		Name: Date By: CAPA:

**PART A Risk Assessment**

**RISK RATING MATRIX (Ref: AS 4360:1999 Risk Management)**

		Consequence					
		Insignificant 1	Minor 2	Moderate 3	Significant 4	Major 5	Extreme 6
L i k e l i h o o d	A - Almost certain	Medium (M)	High (H)	H	H	H	H
	B - Likely	M	M	H	H	H	H
	C - Possible	Low (L)	M	H	H	H	H
	D - Unlikely	L	L	M	M	H	H
	E - Rare	L	L	L	M	M	H

**Hazard Consequence Rating**

**Extreme** - Death, toxic release off-site with detrimental effect, extreme financial loss

**Major** - Single fatality, loss of reputation. Adverse public opinion or media coverage. Major financial loss

**Significant** - Extensive injuries, loss of production capability, off site release with no detrimental effects, high financial loss

**Moderate** - Medical treatment required, on site release contained with outside assistance, medium financial loss

**Minor** - First aid treatment, on-site release immediately contained, low financial loss

**Insignificant** - No injuries, low financial loss

**Likelihood Rating**

**A - Almost certain** is expected to occur in most circumstances

**B - Likely** will probably occur in most circumstances

**C - Possible** might occur at some time

**D - Unlikely** could occur at some time

**E - Rare** may occur only in exceptional circumstances

**Hierarchy of Controls (must work down the hierarchy)**



1. **Eliminate:** remove the hazard completely e.g. remove noisy equipment, change a work system.
2. **Substitute:** replace a hazardous process/substance with one which is less hazardous e.g. life smaller packages, use a less toxic chemical.
3. **Isolation:** remove the person from the hazardous environment or the hazardous environment from the person e.g. place barriers around spill until cleaned up, locate photocopier in separate well ventilated room.
4. **Engineering:** provide a physical barrier or other engineered modifications to manage the hazard e.g. provide a trolley to move heavy loads, place guards around moving plant/ machinery.
5. **Administrative:** establish policies, procedures & work practices, provide training e.g. job rotation, shorter task shifts, regular maintenance, instruction and training, safe operating procedures.
6. **Personal Protective Equipment:** use equipment that provides protection to all individual persons against the hazard, last line of defence, e.g. eye or hearing protection, gloves and mask.

When assessing the risk, please ensure that the Likelihood and Consequence is recorded on the risk assessment (section A) i.e. **D2 Low** and shaded to the respective colour on the matrix for easier identification

<b>H: High Risk</b>	Operation of item or activity should not be allowed to continue until the risk level has been reduced or CEO approval provided to proceed after considering all controls and measures put in place if the risk is still determined to be HIGH.
<b>M: Moderate risk</b>	Reduce the risk rating ALARP (if possible) May be an acceptable level of risk
<b>L: low risk</b>	Reduce the risk rating ALARP (if possible) Commonly is an acceptable level of risk

**PART C Document Acceptance and Signoff**